Annual Report

ALBERTA GOVERNMENT SERVICES

2001-2002

103-01912/

Contents

Preface 2

Minister's Accountability Statement 3

Message from the Minister 4

Management's Responsibility for Reporting 6

Overview 7

- Ministry Entities 7
- Operational Overview 8
- Performance Highlights 11
- Financial Highlights 14
- Key Factors Influencing Performance 18

Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Key Performance Measures 20

Results Analysis 21

- Core Business - Consumer and Business Education, Regulation and Enforcement 21
  - Overview 21
  - 2001-02 Activities 23
  - 2001-02 Performance Measures 28
- Core Business - Licensing and Registry Services 33
  - Overview 33
  - 2001-02 Activities 34
  - 2001-02 Performance Measures 38
- Core Business - Service Alberta (formerly known as Alberta One Window) 48
  - Overview 48
  - 2001-02 Activities 48
  - 2001-02 Performance Measures 49
- Core Business - Government Support 53
  - Overview 53
  - 2001-02 Activities - Regulatory Review 54
  - 2001-02 Performance Measures - Regulatory Review 55
  - 2001-02 Activities - Effective Access to Information and Protection of Privacy 58
  - 2001-02 Performance Measures - Effective Access to Information and Protection of Privacy 59
- Core Business - Delivery of Support Services through Alberta Corporate Service Centre 61
  - Overview 61
  - 2001-02 Activities 62
  - 2001-02 Performance Measures 66
- Forward-Looking Information 69

Financial Statements 70

Other Financial Information 90

Acts Administered by Alberta Government Services 91

Index of all Government Entities 94

- Entities not included in the Consolidated Government Reporting Entity 97

Readership Survey 99

Preface

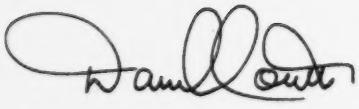
The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the Annual Report of the Government of Alberta and the annual reports of each of the 24 ministries.

The Annual Report of the Government of Alberta released June 25, 2002 contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This Annual Report of the Ministry of Government Services contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry Annual Report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

Minister's Accountability Statement

The Ministry's Annual Report for the year ended March 31, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 16, 2002 along with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.



David C. Coutts
Minister of Government Services

September 16, 2002

Message from the Minister

It's an exciting time to be involved in Alberta Government Services. Every time a house is bought or sold, a business is started, or a consumer signs a contract with a door-to-door seller, this Ministry offers a service. We take pride in our ability to do this well, while making Albertans' access to government easier. But the incredible events of 2001-02 took us beyond business as usual; and that brought some remarkable opportunities to do even better.

In the aftermath of September 11, the Ministry faced the challenge of identifying ways to improve Alberta's driver's licences that would properly address new security issues across North America. By working with the province's Security Task Force, we are confident a solution that strikes the best balance for Albertans will be introduced in the coming year.

We continued to experience the ripple effects of September 11 when provincial revenues fluctuated due to volatile oil and gas incomes and an uncertain economy around the world. Faced with reduced funding and a hiring freeze, we reallocated resources and maintained service within the limits of our aging registry computer systems. Still, we managed to assist even more Albertans with a greater variety of services. Albertans conducted more than 13.5 million registry transactions, an increase of six per cent from the year before. Even with these challenges, Albertans' satisfaction with registry services held – with rates ranging from 80 to 89 per cent.

Keeping our registry systems up-to-date will be crucial to maintaining that level of satisfaction. Upgrades are needed to keep pace with growing demands for service. This year, Alberta Government Services achieved a significant milestone by securing the funding to begin upgrades on the personal property, land titles and motor vehicles registries in 2002-03.

In response to rising concerns about the operation of travel clubs, Alberta Government Services reviewed the *Fair Trading Act* to determine whether new rules are needed to better protect consumers who purchase travel club memberships. After consulting with more than 1,000 Albertans, we developed a new Travel Clubs Regulation that sets out cancellation rights for consumers and requires all travel clubs dealing with Albertans to be licensed and follow a code of conduct.

To address the unique nature of Internet shopping, the Ministry also established rules to better protect online consumers and provide a reliable standard of operation for businesses. The new Internet Sales Contract Regulation requires e-businesses to disclose more information to consumers, as well as

honour a consumer's right to cancel in certain circumstances. Alberta's regulation provided the basis for standardized Internet sales legislation across Canada.

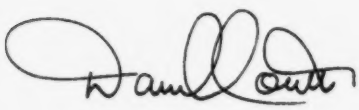
In fact, Alberta's consumer protection legislation ranks with the best in the country. The *Fair Trading Act* allows for tougher penalties and provides more powers to investigate complaints. In 2001-02, we conducted 2,390 investigations that resulted in more than $677,000 in restitution to Albertans. Charges laid by the Ministry in 2001-02 resulted in some of the most significant fines and sentences ever levied for marketplace misconduct.

Alberta Government Services also leads a major initiative to make it easier for Albertans to obtain information and services from their government. In the first full year of making Service Alberta a reality, the Ministry made significant strides with the development of the Service Alberta Web site, which went live in June 2002. Albertans now have access to 518 information services without having to know which ministry provides what service.

Fiscal 2001-02 also brought new responsibilities, with the addition of two business functions formerly with other ministries. The Alberta Corporate Service Centre (ACSC) resembles the one window approach of Service Alberta, but serves government from the inside. Also in its first year of operation, ACSC has made progress in adopting new ways of doing business. In a climate of fiscal restraint, however, ACSC will continue to face challenges in providing cost-effective and improved support services.

Administering Alberta's *Freedom of Information and Protection of Privacy Act* (FOIP) is a crucial part of this government's commitment to openness and accountability – balanced by our responsibility to guard the personal information entrusted to us. In 2001-02, 94 per cent of all FOIP requests were completed within 60 days; and 94 per cent of all requests were handled without complaint. Albertans value their right to information and we have succeeded in providing FOIP services effectively. The Ministry is also developing a framework that ensures our valuable information assets are well managed across government.

With these achievements, Alberta Government Services is clearly a leader in providing Albertans with convenient access to their government. It is a privilege to be a part of such an important undertaking.



David C. Coutts
Minister of Government Services

September 16, 2002

Management's Responsibility for Reporting

The Ministry of Alberta Government Services includes the Department of Government Services and the Regulatory Review Secretariat.

The executives within the Ministry have the primary responsibility and accountability for the Department. Collectively, the executives ensure that the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Government Services. Under the direction of the Minister, I oversee the preparation of the Ministry's Annual Report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control that give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- provide information to manage and report on performance,
- safeguard the assets and properties of the Province under Ministry administration,
- provide to Executive Council, Treasury Board, the Minister of Finance and the Minister of Government Services any information needed to fulfill their responsibilities, and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executive of the individual entities within the Ministry.

Roger Jackson
Deputy Minister
Ministry of Government Services

July 31, 2002

Overview

Ministry Entities

Minister of Government Services

Deputy Minister

Licensing, Registry and Consumer Services

- Licensing, Registry and Consumer Services supports a fair and effective marketplace for consumers and businesses, and ensures the delivery and accessibility of registry and licensing services.
- Contact: Laurie Beveridge, Assistant Deputy Minister
  Phone: (780)427-4095, Fax: (780)422-0818, E-mail: laurie.beveridge@gov.ab.ca

Service Alberta (formerly known as Alberta One Window)

- Service Alberta is a cross-ministry initiative, led by Alberta Government Services, to make it easier for Albertans to obtain information and services from their government. Service Alberta will provide one stop shopping for government services through the Internet, telephone, fax, mail or in person – whatever route Albertans prefer.
- Contact: Wilma Haas, Managing Director
  Phone: (780)415-6092, Fax: (780)422-8151, E-mail: wilma.haas@gov.ab.ca

Information Management, Access and Privacy

- Information Management, Access and Privacy coordinates the government-wide administration of the *Freedom of Information and Protection of Privacy (FOIP) Act* and provides support to government departments, agencies and local public bodies who are required to comply with the act. This division also helps ensure the business records of the government are available to support decision-making.
- Contact: Tom Thackeray, Executive Director
  Phone: (780)415-5852, Fax: (780)427-1120, E-mail: tom.thackeray@gov.ab.ca

Alberta Corporate Service Centre

- ACSC is responsible for providing administration, finance, human resources and information technology support services across government.
- Contact: Dave Rehill, Chief Executive Officer
  Phone: (780)415-6078, Fax: (780)415-6091, E-mail: dave.rehill@gov.ab.ca

Ministry Support Services

- Business planning, budgeting and financial reporting services are provided by the Senior Financial Officer.
- Direction for information technology initiatives is provided by the Chief Information Officer.
- Strategic communication services are provided by the Alberta Public Affairs Bureau.
- Strategic human resource and administration services are provided through a shared services arrangement with Alberta Municipal Affairs.
- Legal services are provided by Alberta Justice.
- Contact: Deputy Minister's Office Phone: (780)427-0621, Fax: (780)427-0902,
  E-mail: government.services@gov.ab.ca Web-site: http://www.gov.ab.ca/gs/

Regulatory Review Secretariat

- The Regulatory Review Secretariat promotes the review of all provincial regulations with the intent of eliminating unnecessary and irrelevant regulations and enhancing the regulatory environment.
- Chaired by Richard Magnus, MLA, Calgary North Hill
- Contact Vera Fedor
  Phone: (780)422-1736
  Fax: (780)415-4860
  E-mail: vera.fedor@gov.ab.ca

Operational Overview

Alberta Government Services has a tradition of service excellence. The Ministry's vision is to provide Albertans with secure access to government information and services and ensure a fair marketplace. Specifically, the Ministry provides a variety of licensing, registry and consumer protection services to Albertans. It also leads service improvement initiatives on behalf of the Government of Alberta. Ministry programs directly support the provincial government's goals of:

- Financially stable, open and accountable government
- Effective and efficient infrastructure
- A prosperous economy and
- A safe place to live and raise families.

The Ministry's mission statement clearly demonstrates its commitment to Albertans as well as the leadership of Government of Alberta initiatives.

> *"To promote consumer awareness and protection, provide quality registration and licensing services, lead the Service Alberta (formerly known as Alberta One Window) gateway to access government services, support the Alberta Corporate Service Centre and enhance access to information and protection of privacy for Albertans."*

The Ministry leads cross-government initiatives that: enhance Albertans' access to provincial government information and services; improve the efficiency and cost-effectiveness of government's administrative services; support Albertans' access to information while protecting their privacy; and eliminate unnecessary provincial regulations.

Technology is used to improve client communication, access, security, and service delivery. Information from the Ministry's registry systems plays an important role in supporting program legislation and service delivery in other ministries, municipalities, and law enforcement agencies.

Alberta Government Services educates consumers and businesses to ensure a fair marketplace. The Ministry also promotes a prosperous economy by registering Albertans' interests in newly acquired property whether purchasing a vehicle or land, acquiring a loan, or starting a business.

The Ministry's consumer awareness and protection programs include educational, legislative, investigative and enforcement activities, and are often targeted to those who are most vulnerable to consumer fraud (e.g. seniors and youth).

Alberta Government Services' motor vehicle registry is not only a critical information resource for law enforcement agencies, but also supports Alberta Transportation's *Motor Vehicle Administration Act* and *Off-Highway Vehicle Act* and related road and transportation safety initiatives.

To achieve its vision and mission, the Ministry engages in the following core businesses (as outlined in the 2001-04 Business Plan).

Core Business 1

Promote consumer and business education, regulation and enforcement in support of a fair and effective marketplace in Alberta

A fair and effective marketplace ensures a thriving entrepreneurial economy, while protecting consumers. To this end, the Ministry provides educational services to consumers and businesses about fair business practices, and undertakes enforcement of the *Fair Trading Act* and other consumer protection legislation.

Core Business 2

Provide licensing and registry services for consumer, business and property transactions.

Over 32 million transactions per annum are processed through the Ministry's systems in support of the general public, businesses, other government departments and law enforcement agencies. Services are delivered innovatively through private sector partnerships, government offices and electronic access.

These services facilitate a prosperous economy and the Ministry strives to ensure that they are accessible, secure, accurate, and provided at a reasonable cost.

Core Business 3

Lead the Service Alberta initiative (formerly known as Alberta One Window), which enables individuals and businesses to easily access information and conduct transactions in a secure environment.

Service Alberta is a leading-edge initiative that will enable Albertans to access their government when and how they want. This includes accessing information and conducting transactions in a secure environment. Alberta Government Services is leading this initiative in cooperation with other departments.

Core Business 4

Co-ordinate the Government of Alberta's regulatory review process and enhance Albertans' access to information while ensuring their privacy is protected.

The Ministry continues to support provincial departments in simplifying their current regulations and eliminating unnecessary regulations. As a result of the last government reorganization, it also promotes effective access to information and protection of privacy. This is achieved by administering the *Freedom of Information and Protection of Privacy* legislation, and assisting departments with records management.

Core Business 5

Deliver economical and efficient support services to all government departments.

Another new business of the Ministry is the Alberta Corporate Service Centre (ACSC). ACSC's goal is to deliver first class support services to the Government of Alberta. This is achieved by developing innovative and economical ways of delivering finance, administration, human resources and information technology services that are responsive to the needs of the various departments.

Performance Highlights

The Ministry was successful in meeting the majority of its business plan goals. Continued excellence in service delivery garnered high client satisfaction ratings for registry services. As part of ensuring a fair and effective marketplace, telemarketing fraud was down and Albertans were extremely satisfied with consumer education and investigative services. Alberta's fees remain competitive with national averages. The province's regulatory system has been streamlined, with 84 per cent of pre-1996 regulations reviewed to date. The ACSC service delivery model continues to evolve, generating a savings of $8.5 million in 2001-02.

Last year's annual report identified a future challenge in the area of strengthening the Ministry's performance measurement program. Over the past year, Alberta Government Services has invested considerable effort in implementing many new measures, as noted in the table below.

Alberta Government Services 2001-02 Performance Measure Results at a Glance

Goal	Measure	Results
Goal 1: A Fair and Effective Marketplace	Client satisfaction with call centre consumer services.	• 79 per cent satisfaction rate. • Target will be established in 2002-05 business plan.
	Client satisfaction with consumer investigative services.	• 85 per cent satisfaction rate. • Target will be established in 2002-05 business plan.
	Reduction in telemarketing fraud attempts, victims, and dollars lost.	• 73 per cent reduction for both telemarketing fraud attempts and victims, 67 per cent reduction in dollars lost to telemarketing fraud. • Targeted reduction was 20 per cent.
	Client satisfaction with educational products.	• 94 per cent satisfaction rate as a baseline year. • Target will be established in 2003-06 business plan.
Goal 2: Efficient Licensing and Registration Services	Client satisfaction with: • Registry agents, • Land Title offices, • Registries On-Line services, and • Registries call centre.	Met or exceeded the 85 per cent target in most cases. • 88 per cent satisfaction rate for registry agents. • 85 per cent satisfaction rate for Land Titles. • 89 per cent satisfaction rate for Registries On-Line. • 80 per cent satisfaction rate for Registries call centre.
	Comparison of Alberta's fees[1] to other jurisdictions.	Alberta's fees are below the targeted national average in all cases. • Vehicle registration renewal is 22 per cent below the national average. • Driver's licence renewal is 31 per cent below the national average.

(cont'd)

Performance Highlights

The Ministry was successful in meeting the majority of its business plan goals. Continued excellence in service delivery garnered high client satisfaction ratings for registry services. As part of ensuring a fair and effective marketplace, telemarketing fraud was down and Albertans were extremely satisfied with consumer education and investigative services. Alberta's fees remain competitive with national averages. The province's regulatory system has been streamlined, with 84 per cent of pre-1996 regulations reviewed to date. The ACSC service delivery model continues to evolve, generating a savings of $8.5 million in 2001-02.

Last year's annual report identified a future challenge in the area of strengthening the Ministry's performance measurement program. Over the past year, Alberta Government Services has invested considerable effort in implementing many new measures, as noted in the table below.

Alberta Government Services 2001-02 Performance Measure Results at a Glance

Goal	Measure	Results
Goal 1: A Fair and Effective Marketplace	Client satisfaction with call centre consumer services.	• 79 per cent satisfaction rate. • Target will be established in 2002-05 business plan.
	Client satisfaction with consumer investigative services.	• 85 per cent satisfaction rate. • Target will be established in 2002-05 business plan.
	Reduction in telemarketing fraud attempts, victims, and dollars lost.	• 73 per cent reduction for both telemarketing fraud attempts and victims. 67 per cent reduction in dollars lost to telemarketing fraud. • Targeted reduction was 20 per cent.
	Client satisfaction with educational products.	• 94 per cent satisfaction rate as a baseline year. • Target will be established in 2003-06 business plan.
Goal 2: Efficient Licensing and Registration Services	Client satisfaction with: • Registry agents, • Land Title offices, • Registries On-Line services, and • Registries call centre.	Met or exceeded the 85 per cent target in most cases. • 88 per cent satisfaction rate for registry agents. • 85 per cent satisfaction rate for Land Titles. • 89 per cent satisfaction rate for Registries On-Line. • 80 per cent satisfaction rate for Registries call centre.
	Comparison of Alberta's fees[*] to other jurisdictions.	Alberta's fees are below the targeted national average in all cases. • Vehicle registration renewal is 22 per cent below the national average. • Driver's licence renewal is 31 per cent below the national average.

(cont'd)

2001-02 Performance Measure Results at a Glance (cont'd)

Goal	Measure	Results
Goal 2: Efficient Licensing and Registration Services (cont'd)	Comparison of Alberta's fees* to other jurisdictions (cont'd)	• Land Titles registry fee is 83 per cent below the national average. • Collection Agency licence is 26 per cent below the national average. • Direct Sellers licence is 29 per cent below the national average. • Prepaid Contractors Licence — this measure has been removed because no other jurisdictions have legislation that is comparable to Alberta.
Goal 3: Enable Albertans to Access Government	Increase in information-based services offered through the Web site.	• 518 services are available through the Government of Alberta Web site. • Target will be established in 2002-05 business plan.
	Increase in transaction-based services.	• Eight transactional services are available through the Government of Alberta Web site. • Target will be established in 2002-05 business plan.
	Client satisfaction with various service channels.	• 90 per cent client satisfaction with the Internet, • 79 per cent for a government office, and • 69 per cent for telephone services. • Target will be established in 2002-05 business plan.
Goal 4: Simplified and Reduced Government Regulations	Percentage of pre-1996 Government regulations reviewed.	• Target of all regulations being reviewed by March 2002 not met and has been extended to March 2003. • 1,004 (84 per cent) of the 1,201 pre-1996 regulations have been reviewed: 385 re-enacted, 283 repealed, 214 exempted, 122 merged; 197 left to be reviewed.
	Percentage of regulations reviewed as per expiry dates.	• Met target — all 50 government regulations due to expire in 2001-02 were either reviewed or repealed.
	Percentage of Alberta Government Services' regulations reviewed as per expiry dates.	• Met target — all four regulations for Alberta Government Services due to expire in 2001-02 were reviewed.
Goal 5: Effective Access to Information and Protection of Privacy	Percentage of FOIP requests completed within 60 days.	• Target is set at 95 per cent. • 94 per cent of all FOIP requests completed in 60 days or less.
	Percentage of FOIP requests handled without complaint.	• Target is set at 95 per cent. • 94 per cent of all FOIP requests received were handled without complaint to the Office of the Information and Privacy Commissioner.
Goal 6: First Class Support Services	Client satisfaction with quality and level of service.	• Client satisfaction was measured in June 2002 and not available for this reporting year. To be reported in the 2002-03 Annual Report.
	Gross operating savings achieved.	• Target is 10 per cent savings of gross operating costs. However, it is difficult to determine a baseline cost due to changes in operating environment. Measure is expressed as a number instead. • $8.5 million in quantifiable savings have been identified. In addition, ACSC management is confident further savings and/or cost avoidance has been realized. (see ACSC Performance Measures.)

2001-02 Performance Measure Results at a Glance (cont'd)

Goal	Measure	Results
Goal 6: First Class Support Services (cont'd)	Percentage of performance targets met	• Performance targets were not established until June 2002 so will be reported in the 2002-03 Annual Report.
	Percentage of business processes reviewed and re-engineered	• Target is set at 50 per cent. Note that, for this measure, re-engineering generically refers to any steps taken to increase efficiency (radical re-design of the process as well as streamlining and standardization).
		• 69 per cent of business processes have been reviewed with recommendations made for re-engineering. Of these, 32 per cent were implemented.

In addition to its success in meeting performance targets, the Ministry had a number of other accomplishments.

- Extensive consultation with stakeholders resulted in amendments to several regulations and provided input which will be used in the review of other legislation.
- Co-operation and collaboration with other ministries in support of cross-ministry initiatives led to consumer education for Alberta seniors, a successful relocation of an aboriginal cemetery, and continued support of the Maintenance Enforcement program.
- The Ministry continued to obtain feedback from clients/stakeholders and the Office of the Auditor General through consultations on the business plan, legislation changes, Service Alberta and other policy issues.
- Approval was received for the Ministry's Comprehensive Service Delivery Model which will impact future licensing and registration service delivery. The model provides for expansion to the Registry Agent Network, registry agent fee increases to offset rising operating costs, as well as government fee increases to help address systems renewal and other government priorities.
- A major step forward was taken in improving Albertans' access to government information and services with the development of the Service Alberta Web site for introduction to Albertans in June 2002.
- Exploration of partnership opportunities resulted in a pilot project with the City of Edmonton to provide payment opportunities for some civic services through registry agents.

Further details of these and other accomplishments are provided in the Results Analysis section.

Financial Highlights

The following exhibit illustrates our financial performance for the year.

2001-02 Financial Analysis

($000)

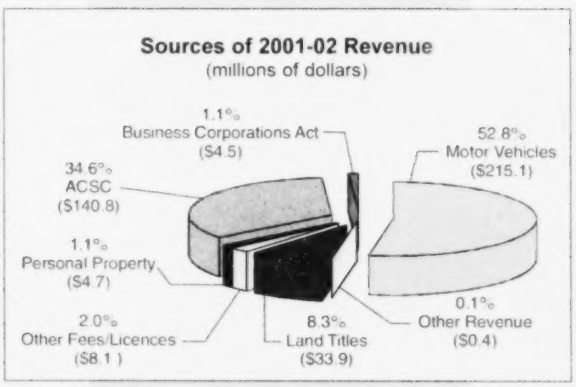
	Authorized Budget	Actuals	Variance
Revenue	402,680	407,461	4,781
Expenditures			
Operating Expense	191,457	190,621	836
Capital Expenditure	673	4	669
Statutory Expense	400	305	95
Total Expenditures	**192,530**	**190,930**	**1,600**

The Ministry follows the Government of Alberta's accounting and reporting policies. As outlined in the Auditor's Report, there are some instances where the Auditor General recommends change to these policies (e.g. capital assets and dedicated revenue increases). Until these issues are resolved, the Ministry will continue to comply with the government's existing policies.

Revenues

The Ministry's primary sources of revenue are from fees and licences relating to the following:

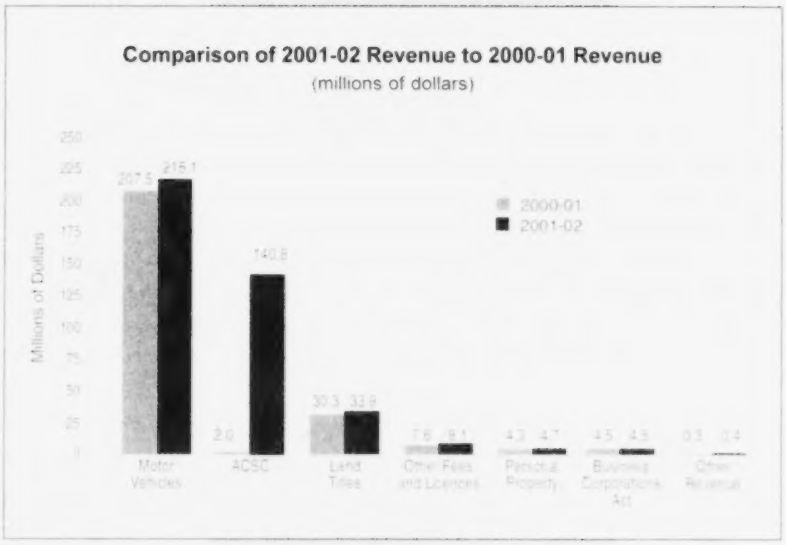
- Motor Vehicles
- Land Titles and related services
- Personal Property
- Vital Statistics
- *Business Corporations Act* (Corporate Registry).



These revenues are based on a fee per transaction, as well as the volume of the transactions and, in some cases, the value of the transaction.

Another source of revenue is for services provided by the Alberta Corporate Service Centre (ACSC). ACSC bills Ministries on a cost recovery basis for finance, human resources, information technology, and administration services.

Aside from the ACSC component, revenues are nearly 4.5 per cent, or $11.2 million, higher than budgeted. This is directly linked to the strong Alberta economy that increased demand for Ministry services.



The majority of the Ministry's fees and licences revenue was generated through the sale of registrations, licensing and search services associated with the Motor Vehicle Registry, which is the largest of the five registries. Services are delivered through 227 neighborhood registry agents across the province. As well, some services are now offered on-line through the Internet.

Motor vehicle-related revenues increased by $7.6 million over 2000-01. This was primarily due to an increase in the registration of commercial and passenger vehicles.

Land Titles registration and search services generated $33.9 million in revenue. Government offices in Edmonton and Calgary provide examination and registration-related services, while registry agents provide land title searches, historical searches and certified copies of land titles. In addition, Registries On-line provides businesses with an opportunity to conduct on-line searches through a subscription service.

Land Title revenues increased by $3.6 million over 2000-01. This was attributable to increases in the volume of land-related transactions as well as escalating property values. Specifically, there were 89,000 more registrations and 235,000 more searches than in the prior year.

The *Business Corporations Act* guides the incorporation and registration of all corporations, business names and extra-provincial corporations. Revenues represent $4.5 million of the Ministry's 2001-02 fees and licence revenue. These services are provided by authorized service providers, including registry agents, law firms, accounting firms and search houses.

A further $4.7 million of revenue comes from the Personal Property Registry, which provides on-line registration and search services for claims against personal property. The term "personal property" is used to describe consumer goods such as motor vehicles, household and personal items, industrial or farming equipment and aircraft. It also includes property other than land, chattel paper, securities, and documents of title, instruments, money or intangibles. Services related to this registry are delivered by the Registry Agent Network as well as through Registries On-line.

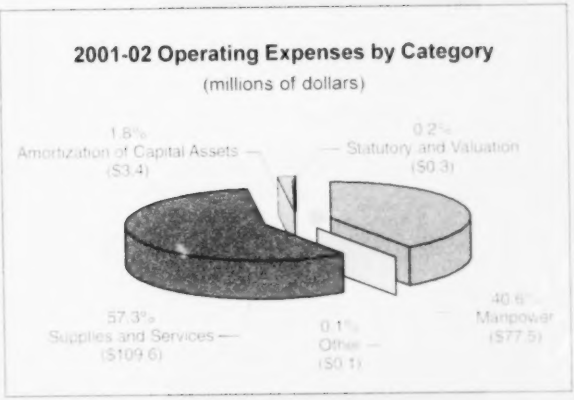
Revenue from these registrations and searches had a moderate increase of $0.4 million over 2000-01. The increase is a result of over 39,000 more registrations and 38,000 more searches than the previous year.

Other fees and licences revenue ($8.1 million) is generated from both vital statistics transactions (e.g. marriage licences, certificates for key event data such as births, deaths, adoptions and name changes) and business licence sales. Revenue associated with the sale of registry-related, on-line search products is also included in this category. Revenue from these sources experienced a modest increase over 2000-01 ($0.5 million).

Apart from the sales of registry products, the Ministry generated a small amount of revenue ($0.4 million) from a variety of other sources including surplus asset sales, interest and refunds.

Expenses

The Ministry's expenditure budget increased significantly as it became responsible for ACSC. ACSC expenditures are charged back to Ministries on a cost recovery basis. Outside of the impact of the ACSC transfer, the Ministry's expenditure budget was not adjusted to reflect the increased demand and service volumes outlined in the Revenue section. In fact, as part of the government's action to respond to falling energy prices, the Ministry was directed to reduce its spending by one per cent. This created some very real challenges in meeting service standards, performance measures, and salary settlements of approximately $4 million. Consequently, capital expenditures were deferred so the funds could be used to address increased operational costs.



By using creative approaches and redeploying funds, the Ministry ensured that the citizens and businesses of Alberta continued to receive high quality services in a timely and efficient manner.

The area of greatest expense continues to be the purchase of supplies and services, where over 57 per cent ($109.6 million) of the budget is directed. Key expenses within this category include contracted services ($60.7 million), mainly contracts managed by ACSC on behalf of other Ministries, and data processing ($7.6 million). Manpower accounts for 41 per cent ($77.5 million) and amortization charges of $3.4 million account for most of the remaining expenses.

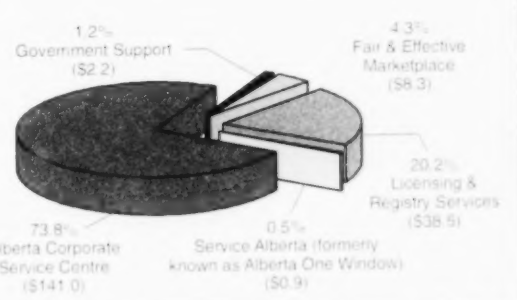
The Auditor General and Alberta Finance require that all Ministry 2001-02 spending be allocated to core businesses, as outlined in the 2001-04 Business Plan. For this business plan, the Ministry reported five core businesses:

- Fair and Effective Marketplace
- Licensing and Registry Services
- Service Alberta (formerly known as Alberta One Window)
- Government Support
- Alberta Corporate Service Centre

An allocation model was developed to assign Ministry expenditures to each of these five areas. Directly related costs are allocated in their entirety to each core business. To address indirect costs (i.e. Ministry Support Services), allocation estimates were developed using factors such as the proportion of time spent, the number of FTEs for which support is provided or the relative number of transactions.

As illustrated in the following exhibit, the ACSC core business comprised nearly three quarters (73.8 per cent) of the Ministry's 2001-02 expenditures. The next largest allocation of 2001-02 resources was for the Licensing and Registry Services core business (20.2 per cent) which relies upon an extensive information and communications technology network to support the delivery of over 32 million transactions annually.

2001-02 Operating Expenses by Core Business
(millions of dollars)



The Ministry dedicated 4.3 per cent of its resources to promoting the Fair and Effective Marketplace core business. Expenditures supported the legislative, investigative and educational services the Ministry provides to Albertans.

Through the Government Support core business, the Ministry works to provide effective access to information, protect privacy and simplify/reduce government regulations. 1.2 per cent of the Ministry's expenditures were dedicated to this core business.

The Service Alberta (formerly known as Alberta One Window) core business consumed just 0.5 per cent of the total ministry resources, focusing to date on a collaborative approach with other ministries to improve Albertans' access to government information and services.

Key Factors Influencing Performance

Terrorism

The tragic events of September 11th shocked Albertans, and significantly impacted our way of life. To ensure the security and safety of all Albertans, the provincial government established the Ministerial Task Force on Security. The Ministry is working closely with the Task Force in developing a new, secure design for the province's driver's licence.

Fiscal restraint

The terrorist attacks also destabilized the North American economy, and subsequently reduced Alberta's investment and oil and gas revenue. The Alberta government reacted quickly and decisively by implementing a spending reduction program and a hiring freeze. These necessary actions avoided a possible deficit, but strained the Ministry's resources in meeting service delivery volumes and market increases. As a result, some client satisfaction results were lower than the previous year.

Technology

Alberta Government Services' staff depend on technology to conduct business and serve clients. Investment in the Motor Vehicle, Personal Property and Land Titles systems is needed to accommodate marketplace changes, increased business transactions and greater demand for on-line service delivery. The Ministry provides the best registry services in the country. The systems that enable high satisfaction rates will be renewed to ensure the Ministry can continue to provide the level of service Albertans, other government departments, municipalities and law enforcement agencies both expect and deserve.

Access to government

The key to success in providing Albertans with convenient, timely, and secure access to government information and services is through the Ministry's Service Alberta (formerly Alberta One Window) initiative. As the government moves towards common approaches to service delivery and access, it is important that technology, information and application architectures are defined and aligned across government departments. While resources were not available to commit to infrastructure, progress was made through collaboration with other ministries to develop a customer service policy, accountability framework and call centre integration strategy.

Changing marketplace

Electronic commerce and the significant growth in the Alberta economy are challenging Alberta Government Services to respond to an increasing number of complex consumer issues. The Ministry's legislative framework must support a

fair and changing marketplace with educated and empowered consumers. To ensure maximized results from the existing resources, a provincial investigative strategy focusing on the most serious marketplace violations has been initiated. In addition, the Ministry "pools" its efforts with other provincial jurisdictions to improve enforcement through information sharing and promoting harmonized legislation.

Integrating new business areas

In the beginning of 2001-02, a government reorganization added new business areas to the Ministry – the support and coordination of administering the *Freedom of Information and Protection of Privacy Act* (FOIP), as well as the provincial government's records management program. Over the course of the year, these new business areas were integrated into the Ministry's management structure.

Alberta Corporate Service Centre

Another new area was the Alberta Corporate Service Centre (ACSC), a major shared services initiative designed to provide all administration, finance, information technology and human resources transactional services across government. This new initiative will require several years to reach its full potential, as it evolves through the change process and breaks new ground in government service delivery.

One of the challenges faced by ACSC in 2001-02 was to negotiate agreements with all ministries that outlined service levels, standards, volumes and performance measures. The four councils representing the respective functional areas (i.e. finance, human resources, information technology and administration) were to provide input in the development of these agreements, in particular the cross-government standards that would apply to each function. The councils have had varying degrees of success in developing this information and as a result, the target time frame of April 1, 2002 for signed service level agreements was not met.

Other expectations for ACSC included ambitious cost savings targets, expansion of service delivery (to agencies, boards and commissions), development of a governance model, as well as significant levels of business process re-engineering. Key to the achievement of these expectations was the need to invest in technology and infrastructure to enable optimization/centralization of services, as well as allow for implementation of more streamlined business processes. However, the climate of fiscal restraint, coupled with escalating costs (i.e. salary settlements) and increasing volumes, resulted in few, if any, resources available for commitment to these issues. As such, a number of initiatives had to be deferred for implementation in 2002-03. ■

AUDITOR GENERAL
Alberta

Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Key Performance Measures

To the Members of the Legislative Assembly:

I have performed the following procedures in connection with the Ministry of Government Services' key performance measures included in the 2001-2002 *Annual Report of the Ministry of Government Services* as presented on pages 21 to 68.

1. Information obtained from an independent source was agreed with the information supplied by the stated source. Information provided internally was agreed to the reports from the systems used to develop the information.

2. The calculations which converted source information into reported measures were tested.

3. The appropriateness of the description of each measure's methodology was assessed.

As a result of applying the above procedures, I found no exceptions. However, these procedures do not constitute an audit, and therefore I express no opinion on the key performance measures included in the 2001-2002 *Annual Report of the Ministry of Government Services*.

Fred J. Dunn
CA
Auditor General

Edmonton, Alberta
July 31, 2002

Results Analysis

Consumer and Business Education, Regulation and Enforcement

Core Business

Goal 1: A fair and effective marketplace in Alberta with informed consumers and businesses and a high standard of conduct.

Overview

Alberta Government Services is responsible for developing a legislative framework that clearly identifies the rights and obligations for both businesses and consumers, and defines ethical business practices. This becomes challenging in an increasingly dynamic marketplace that is subject to significant change (e.g. deregulation, growth of e-commerce, etc.). Although the Ministry has many acts and regulations to deal with these issues, the *Fair Trading Act* continues to be the legislative flagship for the Alberta marketplace.

Impacting the Lives of Albertans

Consumer legislation impacts many Albertans across the province. For example:

- Over 950,000 Albertans who rent their accommodation rely on the framework for fair policies under the *Residential Tenancies Act*.
- 4,000 condominium corporations must comply with fair practices outlined in the *Condominium Property Act*.
- 1,329 businesses are licensed and regulated by the Ministry's consumer protection legislation.
- $6.32 million that Albertans donate to charity is monitored by the *Charitable Fund-raising Act*.
- The growing number of consumers conducting transactions over the Internet are protected by the Ministry's Internet Sales Contract Regulation.
- The *Cemeteries Act* not only ensures the industry meets specified standards, but also protects the interests of Albertans who have invested in pre-need cemetery products and services.

The *Fair Trading Act* is also used in concert with educational programs to promote consumer awareness. Examples include tip sheets on key consumer issues, and the provision of a 1-800 call centre and Web site. Consumers and businesses receive plain language information on their rights and obligations, which in turn facilitates commerce and fosters a strong marketplace.

Results Analysis

Consumer and Business Education, Regulation and Enforcement

Core Business

Goal 1: A fair and effective marketplace in Alberta with informed consumers and businesses and a high standard of conduct.

Overview

Alberta Government Services is responsible for developing a legislative framework that clearly identifies the rights and obligations for both businesses and consumers, and defines ethical business practices. This becomes challenging in an increasingly dynamic marketplace that is subject to significant change (e.g. deregulation, growth of e-commerce, etc.). Although the Ministry has many acts and regulations to deal with these issues, the *Fair Trading Act* continues to be the legislative flagship for the Alberta marketplace.

Impacting the Lives of Albertans

Consumer legislation impacts many Albertans across the province. For example:

- Over 950,000 Albertans who rent their accommodation rely on the framework for fair policies under the *Residential Tenancies Act*.
- 4,000 condominium corporations must comply with fair practices outlined in the *Condominium Property Act*.
- 1,329 businesses are licensed and regulated by the Ministry's consumer protection legislation.
- $6.32 million that Albertans donate to charity is monitored by the *Charitable Fund-raising Act*.
- The growing number of consumers conducting transactions over the Internet are protected by the Ministry's Internet Sales Contract Regulation.
- The *Cemeteries Act* not only ensures the industry meets specified standards, but also protects the interests of Albertans who have invested in pre-need cemetery products and services.

The *Fair Trading Act* is also used in concert with educational programs to promote consumer awareness. Examples include tip sheets on key consumer issues, and the provision of a 1-800 call centre and Web site. Consumers and businesses receive plain language information on their rights and obligations, which in turn facilitates commerce and fosters a strong marketplace.

Did You Know

By visiting the Ministry's Web site (www.gov.ab.ca/gs), consumers can access a wide range of services, such as:

- Finding out if a business is licensed or how to license a business.
- Filing a consumer complaint.
- Calculating how much interest is owing on a tenant's security deposit.
- Accessing valuable information on key consumer issues.

This core business also includes investigating legislation breaches on behalf of consumers. As indicated on page 17, the Ministry allocated 4.3 per cent (or $8.3 million) of its total 2001-02 spending to carry out the legislative, educational, monitoring and investigative duties associated with this core business.

The Ministry also continually interacts with other jurisdictions, both nationally and internationally, to identify potential marketplace scams that may come to Alberta. A key tool is the CANSHARE system which allows jurisdictions to share information about marketplace issues.

Working co-operatively with other jurisdictions has also led to the development of harmonized consumer legislation, which ensures that the rules are clear and consistent across Canada. Additional areas suitable for harmonization continue to be assessed.

Strategic Partners

The Ministry also maintains strategic partnerships with the following organizations that regulate specific industries or provide services to consumers.

Alberta Motor Vehicle Industry Council (www.amvic.org)
Administers automotive licensing regulations, investigates and mediates automotive complaints, and handles inquiries related to the automotive industry.

- Over $500,000 in restitution provided to consumers.
- 6,598 complaint calls addressed.
- 938 investigation files opened.
- Court fines totaling $7,992 imposed.
- 4,788 businesses licensed.
- 5,878 sales people licensed.
- 1 business closed.
- 3 licences revoked or suspended.
- 12 businesses signed undertakings (legal agreements to comply with the *Fair Trading Act*) arising from questionable advertising practices.

Credit Counselling Services of Alberta (www.creditcounselling.com)
Educates Albertans in personal money management and wise use of credit, and provides alternatives to bankruptcy for individuals and families facing financial crisis.

- $6.2 million repaid to creditors as a result of counselling clients.
- 16,582 calls from the public addressed.
- 2,096 assessments of client financial situations to determine options.
- 6,588 participants at workshops.

(cont'd)

Did You Know

By visiting the Ministry's Web site (www.gov.ab.ca/gs), consumers can access a wide range of services, such as:

- Finding out if a business is licensed or how to license a business.
- Filing a consumer complaint.
- Calculating how much interest is owing on a tenant's security deposit.
- Accessing valuable information on key consumer issues.

This core business also includes investigating legislation breaches on behalf of consumers. As indicated on page 17, the Ministry allocated 4.3 per cent (or $8.3 million) of its total 2001-02 spending to carry out the legislative, educational, monitoring and investigative duties associated with this core business.

The Ministry also continually interacts with other jurisdictions, both nationally and internationally, to identify potential marketplace scams that may come to Alberta. A key tool is the CANSHARE system which allows jurisdictions to share information about marketplace issues.

Working co-operatively with other jurisdictions has also led to the development of harmonized consumer legislation, which ensures that the rules are clear and consistent across Canada. Additional areas suitable for harmonization continue to be assessed.

Strategic Partners

The Ministry also maintains strategic partnerships with the following organizations that regulate specific industries or provide services to consumers:

Alberta Motor Vehicle Industry Council (www.amvic.org)
Administers automotive licensing regulations, investigates and mediates automotive complaints, and handles inquiries related to the automotive industry.

- Over $500,000 in restitution provided to consumers.
- 6,598 complaint calls addressed.
- 938 investigation files opened.
- Court fines totaling $7,992 imposed.
- 4,788 businesses licensed.
- 5,878 sales people licensed.
- 1 business closed.
- 3 licences revoked or suspended.
- 12 businesses signed undertakings (legal agreements to comply with the *Fair Trading Act*) arising from questionable advertising practices.

Credit Counselling Services of Alberta (www.creditcounselling.com)
Educates Albertans in personal money management and wise use of credit, and provides alternatives to bankruptcy for individuals and families facing financial crisis.

- $6.2 million repaid to creditors as a result of counselling clients.
- 16,582 calls from the public addressed.
- 2,096 assessments of client financial situations to determine options.
- 6,588 participants at workshops.

(cont'd)

Strategic Partners (cont'd)

Real Estate Council of Alberta (www.reca.ab.ca)
Sets and enforces standards of conduct in the real estate industry, protects consumers affected by the industry, provides services that enhance the industry, and administers the governing legislation, bylaws and rules.

- 10,222 licences issued.
- $3.2 million dollar surplus in the Real Estate Assurance Fund.
- 50 claims against the Real Estate Assurance Fund, which indicates the high level of standards that have been achieved in the industry.
- 5,465 public phone calls handled.
- 102 compliance audits on businesses undertaken.
- 170 disciplinary actions taken.

Alberta Funeral Services Regulatory Board (www.afsrb.ab.ca)
Licenses, educates, investigates, mediates, enforces and disciplines the funeral industry and administers its governing legislation.

- 752 licences issued.
- 33 complaints handled.
- 50 inspections completed.

2001-02 Activities

Developing a Strong Legislative Framework that Supports a Fair and Changing Marketplace

✓ The Internet Sales Contract Regulation came into force under the *Fair Trading Act*. This regulation is being used as a national template by jurisdictions across Canada. It provides more consumer protection and security for e-commerce transactions. As part of an educational awareness campaign, e-mail notices were distributed to 16,000 Alberta businesses advising them of the requirements under this regulation.

✓ Began the early stages of reviewing the *Residential Tenancies Act*. Extensive consultations are planned for this legislation, which impacts nearly one million Albertans who rent their accommodation.

✓ Consulted with stakeholders in developing a regulation that delegates crematory licensing and investigation responsibilities to the Alberta Funeral Services Regulatory Board. This ensures that licensing and investigation is more responsive and focused for the industry.

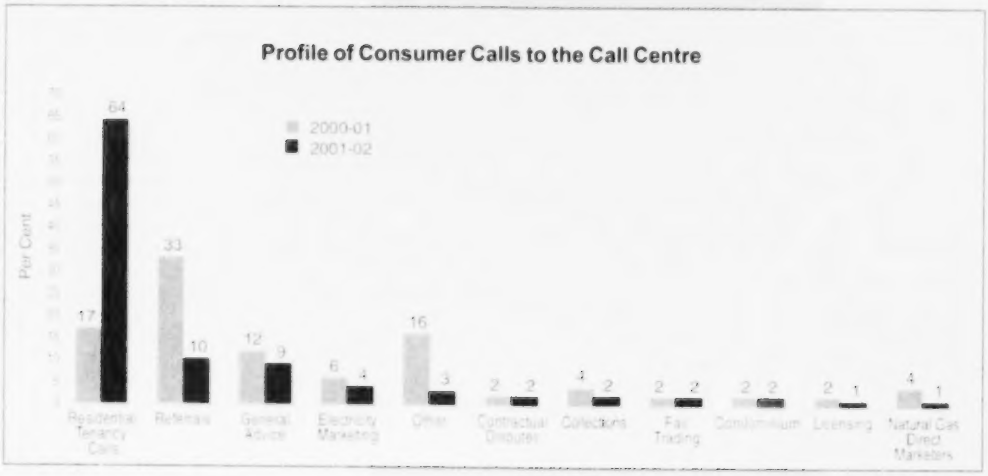
✓ The *Cooperatives Act*, and associated regulation, came into effect giving cooperatives new opportunities to compete more effectively in Alberta's economy (e.g. better access to capital financing). It also reflects the

movement to harmonize cooperative legislation across Canada. The Ministry sent information about the new act to all existing cooperatives and placed key information on its Internet site.

- ✓ Cooperated with Community Development and Aboriginal Affairs and Northern Development, and consulted with First Nations and Metis organizations, to complete the successful relocation of the Dunbow Cemetery (a native burial ground more than a century old). In addition to recognizing the cultural sensitivities of First Nations people, the project was nominated for a 2001 Premier's Award of Excellence.
- ✓ Completed extensive stakeholder consultations with municipalities, consumers, gas and electricity marketers and various provincial departments on the Electricity Marketing and Natural Gas Direct Marketing regulations under the *Fair Trading Act*. The stakeholder feedback will be used to determine how the regulations could be improved to meet the needs of these dynamic areas in the marketplace.

Monitoring and Enforcing Legislation

- ✓ 2,390 investigations resulted in $677,649 of restitution to Albertans. The Ministry concluded 215 court cases resulting in fines of $40,892.
- ✓ Responded to a significant number of complaints about the business practices of travel clubs. Approximately 1,000 Albertans, travel club businesses, Better Business Bureaus and Consumer Associations were contacted to identify their issues and concerns.
- ✓ 91,521 consumer related calls were handled by the Ministry's call centre in 2001-02, which represents an increase of 23 per cent from 2000-01. The following chart outlines the nature of these calls.

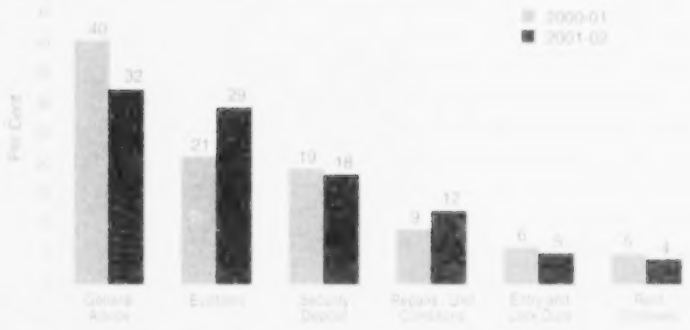


A primary reason for increased calls related to the closure of the Calgary Landlord and Tenant Advisory Board in January 2001. The Ministry subsequently assumed this responsibility and, as shown on the previous page, the majority (64 per cent, or 58,823) of calls in 2001-02 were related to inquires about landlord and tenant issues.

Most callers who have a question about residential tenancies are typically seeking general advice (32 per cent). However, this has decreased from 40 per cent in the previous year. Instead, calls are becoming more specific, such as inquiries about evictions (increasing from 21 per cent to 29 per cent) and repairs/unit condition (from 9 per cent to 12 per cent).

- ✓ Initiated ticketing as another method of enforcing the *Residential Tenancies Act*, which provides investigators with more options when enforcing the act. It also provides the landlord with an opportunity to deal with the offence outside the court system — saving time and money for all. Ticket fines range from $150 to $250.

Profile of Residential Calls to the Call Centre



- ✓ Developed a Charitable Fundraising Risk Assessment Model, in response to the recommendations of the Auditor General, to ensure that money generously donated by Albertans is used properly. A sample of all registered charities was selected to ensure that they were providing prospective donors with sufficient information to make an informed decision. The *Charitable Fund-raising Act* requires charities to tell donors what the charitable purpose is and how much of the contribution goes towards administrative costs. The Ministry reviews the charity's financial statements to ensure compliance with the act.

Consumer Legislation and Enforcement at Work

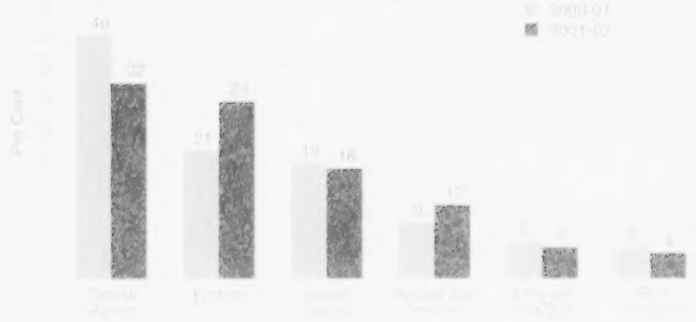
Little did Calgary individuals and businesses know that less than $300 of the $28,000 they had donated to two charities (Emergency Children's Food Fund Ltd., and Starlight Children's Services Ltd.) actually went towards funding charitable work. The principal of the charity was sentenced to 21 months in prison after pleading guilty to charges of providing false and misleading information to donors and using donated funds for non-charitable purposes. This is the first time an individual has been sentenced to jail for breaching Alberta's *Charitable Fund-raising Act*.

A primary reason for increased calls related to the closure of the Calgary Landlord and Tenant Advisory Board in January 2001. The Ministry subsequently assumed this responsibility and, as shown on the previous page, the majority (64 per cent, or 58,823) of calls in 2001-02 were related to inquires about landlord and tenant issues.

Most callers who have a question about residential tenancies are typically seeking general advice (32 per cent). However, this has decreased from 40 per cent in the previous year. Instead, calls are becoming more specific, such as inquiries about evictions (increasing from 21 per cent to 29 per cent) and repairs/unit condition (from 9 per cent to 12 per cent).

- ✓ Initiated ticketing as another method of enforcing the *Residential Tenancies Act*, which provides investigators with more options when enforcing the act. It also provides the landlord with an opportunity to deal with the offence outside the court system — saving time and money for all. Ticket fines range from $150 to $250.

Profile of Residential Calls to the Call Centre



- ✓ Developed a Charitable Fundraising Risk Assessment Model, in response to the recommendations of the Auditor General, to ensure that money generously donated by Albertans is used properly. A sample of all registered charities was selected to ensure that they were providing prospective donors with sufficient information to make an informed decision. The *Charitable Fund-raising Act* requires charities to tell donors what the charitable purpose is and how much of the contribution goes towards administrative costs. The Ministry reviews the charity's financial statements to ensure compliance with the act.

Consumer Legislation and Enforcement at Work

Little did Calgary individuals and businesses know that less than $300 of the $26,000 they had donated to two charities (Emergency Children's Food Fund Ltd. and Starlight Children's Services Ltd.) actually went towards funding charitable work. The principal of the charity was sentenced to 21 months in prison after pleading guilty to charges of providing false and misleading information to donors and using donated funds for non-charitable purposes. This is the first time an individual has been sentenced to jail for breaching Alberta's *Charitable Fund-raising Act*.

- ✓ Collaborated with the U.S. Federal Trade Commission (FTC), RCMP, and Ontario Consumer and Commercial Relations in returning $17,309 U.S. to advance-fee loan broker victims in 22 states. The Ministry also hosted a joint seminar with the FTC on Internet investigations for staff and law enforcement agencies, which coincided with the proclamation of the Ministry's Internet Sales Contract Regulation. Participants from Alberta and British Columbia attended the session – the second of its type in Canada.
- ✓ Directed landlords to restore over $2 million of security deposit funds into secure trust fund accounts.
- ✓ Established a dedicated crown prosecutor for consumer legislation in order to achieve greater effectiveness in prosecuting high profile court cases.

Holding money in trust for consumer protection

Trust accounts hold money that belong to Albertans who have:

- Deposited it with businesses for future services
- Provided a landlord with a security deposit
- Consigned goods with an auctioneer for sale
- Given money to a collection agency to pay a debt

The trust account ensures the money is set aside for its specific purpose. It cannot be used by the business for its day-to-day expenses, and it cannot be seized by creditors if the business fails. The Ministry's legislation requires trust accounts to be established, and then monitors the trust accounts and investigates when necessary. There is currently over **$1.2 billion** in these trust accounts, and the Ministry continues to ensure that money taken on deposit is securely held.

Dedicated Crown Prosecutor

Achievements that resulted from the work of a dedicated crown prosecutor include:

- ✓ A $13,800 fine and over $100,000 in restitution granted to consumers who were disadvantaged by an Edmonton retailer.
- ✓ Approximately $30,000 in investigative costs recovered for the Ministry.
- ✓ $60,000 in restitution granted to seniors who were disadvantaged by a hearing aid seller.
- ✓ An international publisher was stopped from using negative option renewal practices as a result of charges.
- ✓ An unlicensed prepaid contractor was sentenced to six months in jail, fined $29,800 and ordered to pay $9,627 in restitution for failing to deliver goods and services.

Profile of clients who access Consumer Investigation Services

Through a random telephone survey of clients who had contacted the Ministry requesting a consumer investigation (n=400), we found that:

- ✓ Clients are significantly more likely to be female than male (68 per cent versus 33 per cent, respectively).
- ✓ Over one third (35 per cent) are 45 years of age or older.
- ✓ Over one half (56 per cent) live in southern Alberta.

Informing and Empowering Consumers and Businesses

- ✓ Participated in the inter-ministry Senior's Fraud Awareness Committee to develop videos and teaching packages for the "If in Doubt, Check it Out" campaign. Over 900 packages were distributed to Police Services, Family and Community Support Services Offices, Victim Services Offices and other organizations that work with seniors.
- ✓ Released 19 consumer alerts and news releases to inform Albertans about key marketplace issues.
- ✓ Partnered with Alberta Learning and the Better Business Bureau of Central and Northern Alberta to develop a quick reference sheet on hiring qualified tradespeople.
- ✓ Distributed a condominium tip sheet to MLAs and over 4,000 condominium corporations. The tip sheet describes the rights and responsibilities of owners and boards, and provides up-to-date information on key issues (such as reserve funds) that concern condominium owners.
- ✓ Collaborated with the federal government to ensure that accurate links and information relating to the provincial government Internet sites were included in the Canadian Consumer Information Gateway (www.consumerinformation.ca). This Internet site provides Canadians with access to comprehensive consumer information on various consumer topics. The Ministry submitted over 40 topics and coordinated information from 20 other provincial government departments and agencies.
- ✓ Continued to provide expertise on consumer issues to other nations. This year, staff participated in negotiations with the Korean Government Trade Practice Division to exchange information on consumer issues and protection. Staff also presented the CATS/CANSHARE computer system to a trade delegation from the South African province of Mpumalanga.

2001-02 Performance Measures

Client Satisfaction with Call Centre Services

The 2001-04 Business Plan did not identify a target, since baseline information was still being gathered when the plan was published. A baseline (77 per cent) has now been established from 2000-01, and the 2002-05 Business Plan identifies a target satisfaction rate of 80 per cent.

Source/Methodology and Results

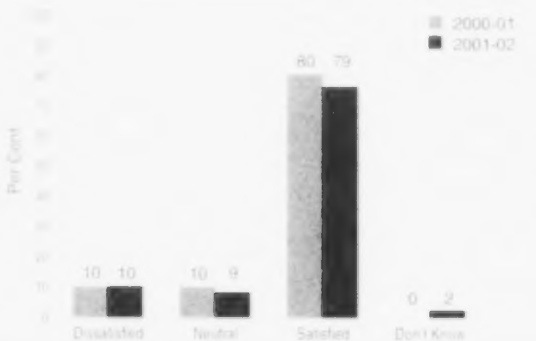
Canadian Facts, a private marketing research firm, was first commissioned in 2000-01 to conduct a comprehensive satisfaction survey of Albertans who contacted the call centre for information about a consumer-related issue. In 2001-02, the survey was repeated to obtain a statistical trend analysis. Both studies involved a bi-annual random telephone interviewing approach.

Satisfaction is measured using a seven-point scale, where one means "very dissatisfied," four means "neutral," and seven means "very satisfied." Respondents are asked to rate their overall satisfaction with the service that they received using the scale. A "satisfied" respondent is defined as providing either a five, six or seven on the seven-point scale, while "dissatisfied" is one, two or three.

The 2001-02 results indicate that **79 per cent (key performance measure)** of clients were satisfied overall with the services that they received.

Satisfaction Among Call Centre Clients

Based on a bi-annual telephone survey of callers who accessed the Ministry's call centre for consumer information. The 2000-01 results are based on 520 telephone surveys, and are accurate to within ±4.3%, 19 times out of 20. The 2001-02 results are based on 332 surveys, and are accurate to within ±5.4%, 19 times out of 20. The 2000-01 Annual Report combined results from registry and consumer callers. This year, they have been split out.

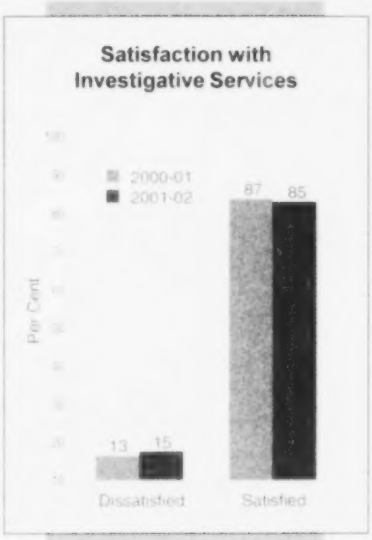


Analysis

In January 2001, there was a significant increase in calls due to the shutdown of the Calgary Landlord and Tenant Advisory Board. Through the use of new technology, cross training, and other efficiencies realized through streamlining operations, the call centre was able to maintain its high quality services to Albertans and achieve satisfaction levels similar to last year. However, given current funding levels, any substantial improvements in service will be a significant challenge.

Client Satisfaction with Consumer Investigative Services

This was a supplementary measure in the Ministry's 2000-01 Annual Report and it became a formal measure in the 2001-04 Business Plan. As a relatively new measure, it did not have a target identified. The baseline of 87 per cent from 2000-01 was subsequently established as the target in the 2002-05 Business Plan.



Based on an annual survey of clients who accessed the services of the Ministry's consumer investigations in the past year. The 2000-01 results are based on 390 telephone interviews and are accurate to within ±4.9%, 19 times out of 20. The 2001-02 results are based on 397 telephone interviews and are accurate to within ±4.9%, 19 times out of 20.

Source/Methodology and Results

Marktrend Research, a private marketing research firm, was first commissioned in 2000-01 to conduct a comprehensive satisfaction survey of Albertans who used the investigative services. In 2001-02, the survey was repeated to obtain a statistical trend analysis. Both studies involved an annual random telephone interviewing approach and excluded respondents who gave a "don't know" answer.

Both surveys employed a five-point, word-anchored satisfaction scale:

- "Very poor"
- "Poor"
- "Average"
- "Good"
- "Excellent."

Respondents were asked to rate their overall satisfaction with the way the investigator handled their case. A "satisfied" respondent is defined as providing either an excellent, good or average rating on the scale, while "dissatisfied" is poor or very poor.

The 2001-02 results indicate that **85 per cent (key performance measure)** of clients were satisfied overall with the way the investigator handled their case.

Client Satisfaction with Call Centre Services

The 2001-04 Business Plan did not identify a target, since baseline information was still being gathered when the plan was published. A baseline (77 per cent) has now been established from 2000-01, and the 2002-05 Business Plan identifies a target satisfaction rate of 80 per cent.

Source/Methodology and Results

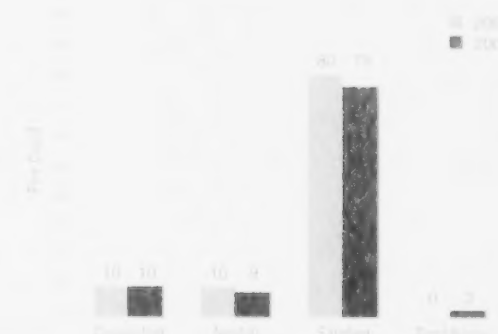
Canadian Facts, a private marketing research firm, was first commissioned in 2000-01 to conduct a comprehensive satisfaction survey of Albertans who contacted the call centre for information about a consumer-related issue. In 2001-02, the survey was repeated to obtain a statistical trend analysis. Both studies involved a bi-annual random telephone interviewing approach.

Satisfaction is measured using a seven-point scale, where one means "very dissatisfied," four means "neutral," and seven means "very satisfied." Respondents are asked to rate their overall satisfaction with the service that they received using the scale. A "satisfied" respondent is defined as providing either a five, six or seven on the seven-point scale, while "dissatisfied" is one, two or three.

The 2001-02 results indicate that **79 per cent (key performance measure)** of clients were satisfied overall with the services that they received.

Satisfaction Among Call Centre Clients

Based on a bi-annual telephone survey of callers who accessed the Ministry's call centre for consumer information. The 2000-01 results are based on 520 telephone surveys, and are accurate to within ±4.3%, 19 times out of 20. The 2001-02 results are based on 332 surveys, and are accurate to within ±5.4%, 19 times out of 20. The 2000-01 Annual Report combined results from registry and consumer callers. This year, they have been split out.

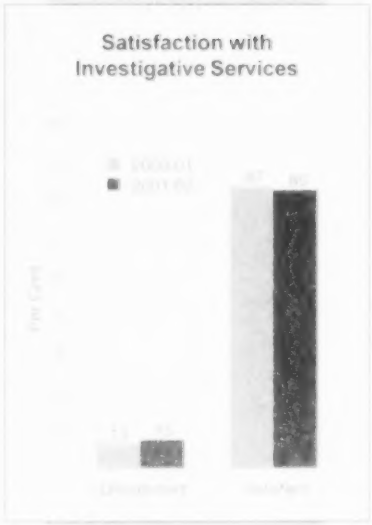


Analysis

In January 2001, there was a significant increase in calls due to the shutdown of the Calgary Landlord and Tenant Advisory Board. Through the use of new technology, cross training, and other efficiencies realized through streamlining operations, the call centre was able to maintain its high quality services to Albertans and achieve satisfaction levels similar to last year. However, given current funding levels, any substantial improvements in service will be a significant challenge.

Client Satisfaction with Consumer Investigative Services

This was a supplementary measure in the Ministry's 2000-01 Annual Report and it became a formal measure in the 2001-04 Business Plan. As a relatively new measure, it did not have a target identified. The baseline of 87 per cent from 2000-01 was subsequently established as the target in the 2002-05 Business Plan.



Source/Methodology and Results

Marktrend Research, a private marketing research firm, was first commissioned in 2000-01 to conduct a comprehensive satisfaction survey of Albertans who used the investigative services. In 2001-02, the survey was repeated to obtain a statistical trend analysis. Both studies involved an annual random telephone interviewing approach and excluded respondents who gave a "don't know" answer.

Both surveys employed a five-point, word-anchored satisfaction scale:

- "Very poor"
- "Poor"
- "Average"
- "Good"
- "Excellent."

Respondents were asked to rate their overall satisfaction with the way the investigator handled their case. A "satisfied" respondent is defined as providing either an excellent, good or average rating on the scale, while "dissatisfied" is poor or very poor.

The 2001-02 results indicate that **85 per cent (key performance measure)** of clients were satisfied overall with the way the investigator handled their case.

Analysis

Sometimes the decision made by the investigator is not what the client had hoped to achieve. For example, upon reviewing the facts surrounding a case, the investigator may determine that a business has complied with existing legislation and the complaint is not valid. To put this issue into perspective, the overall satisfaction of 85 per cent needs to be contrasted to 63 per cent of respondents who thought that the decision reached by the investigator was fair.

Despite this challenging issue, along with budget limitations and a hiring freeze, staff were able to continue to provide their clients with high quality services and achieve satisfaction ratings similar to the prior year. Continued fiscal restraint may lead to higher caseloads and, in turn, potentially deteriorate satisfaction levels.

Telemarketing Fraud

Though telemarketing fraud was identified as a supplementary measure in the 2000-01 Annual Report it became a formal measure in the 2001-04 Business Plan. The target for this measure is a 20 per cent reduction from the prior year in the following areas:

- Number of fraud attempts by telemarketing organizations.
- Number of telemarketing fraud victims.
- Amount of dollars lost by clients to telemarketing fraud.

Source/Methodology and Results

The data for this performance measure is collected by PhoneBusters, a national organization established in 1993 following a federal/provincial/territorial review that examined the increasing problem of telemarketing fraud. Its key mandate is to combat telemarketing fraud and prosecute key individuals involved in telemarketing fraud. PhoneBusters operates a national call centre that collects information on telemarketing complaints throughout Canada and disseminates this information to the appropriate enforcement agencies.

PhoneBusters data on telemarketing fraud is a valuable tool in evaluating the success of efforts to prevent telemarketing fraud. Based on annual statistical data (collected by calendar year) identifying the number of attempts to victimize, the number of victims and the amount of losses reported, the Ministry can directly assess the severity of the problem in Alberta.

As can be seen in the following exhibit, there has been a steady decrease of attempts, victims and dollar losses. In comparison to 2000, the year 2001 witnessed decreases of:

- 73 per cent in telemarketing fraud attempts (from 224 to 61).
- 73 per cent in the number of telemarketing fraud victims (from 105 to 28).
- 67 per cent in dollar loss to telemarketing fraud (from $378,000 to $124,000).

PhoneBusters Data on Telemarketing Fraud in Alberta

Year	Attempts	Victims	$ Loss (000's)
1996	2,247	415	$ 1,709
1997	1,096	308	$ 1,014
1998	716	253	$ 1,144
* 1999	435	189	$ 787
* 2000	224	105	$ 378
2001	61	28	$ 124

The data represented in this table were taken from the PhoneBusters' Web site as of July 8th, 2002.

* Because PhoneBusters updates their information as they uncover new telemarketing fraud operations, there are some minor modifications to the results reported for 1999 and 2000 in the 2000-01 Annual Report. Visit the PhoneBusters Web site (www.phonebusters.com) to obtain the most up-to-date data on telemarketing fraud in Alberta and across Canada.

Analysis

Alberta Government Services far exceeded its 20 per cent target for reduced telemarketing fraud. The Ministry's strong consumer legislation and efforts to educate consumers in Alberta, in conjunction with the initiatives by PhoneBusters, continues to have a positive impact on decreasing telemarketing fraud campaigns.

Client Satisfaction with Educational Products

Satisfaction with educational products is yet another new measure that the Ministry has developed for this goal. Consumer tip sheets, the main educational media the Ministry uses to inform consumers, are the focus of the evaluation. As stated in the 2001-04 Business Plan, no target is identified since a baseline had not yet been established. A target will be determined for the Ministry's 2003-06 Business Plan.

As can be seen in the following exhibit, there has been a steady decrease of attempts, victims and dollar losses. In comparison to 2000, the year 2001 witnessed decreases of:

- 73 per cent in telemarketing fraud attempts (from 224 to 61).
- 73 per cent in the number of telemarketing fraud victims (from 105 to 28).
- 67 per cent in dollar loss to telemarketing fraud (from $378,000 to $124,000).

PhoneBusters Data on Telemarketing Fraud in Alberta

Year	Attempts	Victims	$ Loss (000's)
1996	2,247	415	$ 1,709
1997	1,096	308	$ 1,014
1998	716	253	$ 1,144
* 1999	435	189	$ 787
* 2000	224	105	$ 378
2001	61	28	$ 124

The data represented in this table were taken from the PhoneBusters' Web site as of July 8th, 2002.

* Because PhoneBusters updates their information as they uncover new telemarketing fraud operations, there are some minor modifications to the results reported for 1999 and 2000 in the 2000-01 Annual Report. Visit the PhoneBusters Web site (www.phonebusters.com) to obtain the most up-to-date data on telemarketing fraud in Alberta and across Canada.

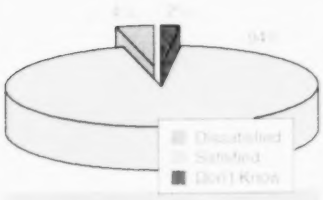
Analysis

Alberta Government Services far exceeded its 20 per cent target for reduced telemarketing fraud. The Ministry's strong consumer legislation and efforts to educate consumers in Alberta, in conjunction with the initiatives by PhoneBusters, continues to have a positive impact on decreasing telemarketing fraud campaigns.

Client Satisfaction with Educational Products

Satisfaction with educational products is yet another new measure that the Ministry has developed for this goal. Consumer tip sheets, the main educational media the Ministry uses to inform consumers, are the focus of the evaluation. As stated in the 2001-04 Business Plan, no target is identified since a baseline had not yet been established. A target will be determined for the Ministry's 2003-06 Business Plan.

Satisfaction with Educational Products



Source/Methodology and Results

Canadian Facts, a private marketing research firm, was commissioned in 2001-02 to conduct a comprehensive, baseline satisfaction survey of callers who contacted the call centre and received a consumer tip sheet as a result of their enquiry.

Respondents were asked to rate their overall satisfaction with the tip sheet by using a five-point word anchored scale:

- "Completely satisfied"
- "Very satisfied"
- "Fairly satisfied"
- "Fairly dissatisfied"
- "Completely dissatisfied."

A "satisfied" respondent is defined as providing either a "completely satisfied," "very satisfied," or "fairly satisfied" rating on the scale, while "dissatisfied" is a rating of either "fairly dissatisfied" or "completely dissatisfied."

A random telephone interviewing method was used to obtain 150 responses. **94 per cent (key performance measure)** of clients were satisfied.

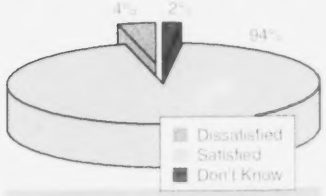
Analysis

The high satisfaction ratings for the tip sheets testify to their usefulness for Albertans in the marketplace. The tip sheets will continue to be a main component in the Ministry's strategy to ensure informed consumers and businesses.

Free tip sheets available to Albertans

To receive any of these tip sheets, please visit the Alberta Government Services Web site (www3.gov.ab.ca/gs/information/publications/tipsheets/index.cfm) or call the call centre at 1-877-427-4088 to have one mailed or faxed to you.

Satisfaction with Educational Products



Based on a telephone survey of clients who contacted the Ministry's call centre and were provided with a consumer tip sheet. A total of 150 telephone surveys were completed providing results that are considered accurate to within ±8.0%, 19 times out of 20.

Source/Methodology and Results

Canadian Facts, a private marketing research firm, was commissioned in 2001-02 to conduct a comprehensive, baseline satisfaction survey of callers who contacted the call centre and received a consumer tip sheet as a result of their enquiry.

Respondents were asked to rate their overall satisfaction with the tip sheet by using a five-point word anchored scale:

- "Completely satisfied"
- "Very satisfied"
- "Fairly satisfied"
- "Fairly dissatisfied"
- "Completely dissatisfied."

A "satisfied" respondent is defined as providing either a "completely satisfied," "very satisfied," or "fairly satisfied" rating on the scale, while "dissatisfied" is a rating of either "fairly dissatisfied" or "completely dissatisfied."

A random telephone interviewing method was used to obtain 150 responses. **94 per cent (key performance measure)** of clients were satisfied.

Analysis

The high satisfaction ratings for the tip sheets testify to their usefulness for Albertans in the marketplace. The tip sheets will continue to be a main component in the Ministry's strategy to ensure informed consumers and businesses.

Free tip sheets available to Albertans

The Ministry publishes tip sheets on a wide variety of consumer topics. Written in plain language, these tip sheets explain the rights and obligations of both consumers and businesses in fair business transactions.

Business Opportunity and Franchise Fraud
Buying a Franchise in Alberta
Buying and Owning a Condominium
Buying Time Shares
Cooperatives Act: An Overview
Credit and Personal Reporting
Dealing with Bill Collectors' Practices
Dealing with Door-to-Door Sales
Direct Marketing of Natural Gas
Electricity Marketing
Fair Trading Act: What's New
Home Renovations and Repair
Information for Charities and Donors
Information for Landlords and Tenants
Negotiating a Consumer Complaint
Provincial Business Licences and Registrations
Renting a Mobile Home Site
Shopping on the Internet
Travel Clubs
Unfair Practices Act/Fair Trading Act
What Creditors Can Do If You Don't Pay Your Debts

To receive any of these tip sheets, please visit the Alberta Government Services' Web site (www3.gov.ab.ca/gs/information/publications/tipsheets/index.cfm) or call the call centre at 1-877-427-4088 to have one mailed or faxed to you.

Goal 2: Efficient licensing and registration services (motor vehicle, land title and other land-related services, personal property, vital statistics, corporate registry and consumer business licences).

Overview

Registration and licensing services are delivered through a variety of channels designed to meet the unique needs of Albertans. A primary service delivery channel is the Registry Agent Network, which comprises 227 community-based, independent businesses that provide registration and search services for Motor Vehicles Registry, Personal Property Registry, Corporate Registry and Vital Statistics Registry. The registry agents are also able to provide some search services in the Land Titles Registry. A total of 171 government services and products are available to the public through this channel.

Another service delivery channel is the Registries On-line service, which provides subscribers with the ability to conduct on-line registration and search services in the Personal Property and Corporate Registries, and search services in the Land Titles Registry. This channel is ideal for businesses that conduct high volume transactions. A total of 50 services are available to business subscribers through this channel.

Albertans can renew their passenger vehicle registrations through secure Web sites maintained by government partners (Alberta Registry Agents Association and the Alberta Motor Association). During 2001-02, a total of 26,082 transactions were conducted through the Web sites. This serves as a model for further opportunities to migrate government services into an on-line environment.

Other services are provided through the Ministry's offices in Edmonton and Calgary. This includes land title registrations, motor vehicle special services, highly complex Corporate Registry filings, as well as some business licensing activities. These transactions are not suitable for private sector delivery due to the following factors:

- Sensitivity/confidentiality.
- Complicated and technical nature.
- Requirement for extensive training and background knowledge in the legislation.
- Extremely high liability associated with any errors.
- Responsibility for dispute resolution.
- Filings involving Court Orders or having direct Registrar involvement.

The strong, growing Alberta economy continues to place increasing demands on the Ministry's five registry systems.

This service delivery network, and the extensive information and communication infrastructure that it requires, consumed 20.2 per cent ($38.5 million) of the 2001-02 actual expenditures.

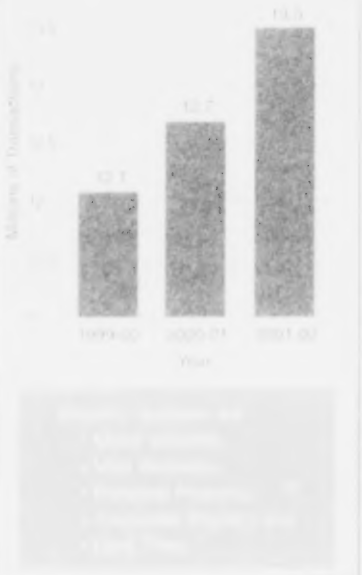
Delivery of Registration and Licensing Services

- ✓ Processed over 32 million transactions through the Ministry's registry systems for the general public, business community, other government departments, municipalities, and law enforcement agencies.

  Of this, 13.5 million transactions were for the general public and businesses. This represents a 6.3 per cent increase from the 12.7 million transactions in 2000-01.

- ✓ 76 per cent of all transactions delivered to the public by Alberta Government Services were provided by the network of 227 registry agents, located in nearly every city and town across the province. As can be seen in the following exhibit, the registry agents' primary source of business is transactions conducted through the Motor Vehicles Registry, which represents over three quarters of all transactions.

Volume of Registry Transactions by Public and Business



Transaction Profile of Registry Agents

- ✓ Preparations continued for the renewal of the three registry systems (Personal Property, Land Titles and Motor Vehicles), which remains a strategic priority. These systems protect public safety and maintain safe roads, facilitate an efficient system of land ownership, and secure interest in property that is needed for many common business transactions. Due to budget limitations, the Ministry was unable to make any significant progress in renewing these systems. However, funding has been secured to commence this project in 2002-03.

Maintenance Enforcement Program

The Ministry's registry systems support the Maintenance Enforcement Program, a service operated by Alberta Justice which ensures that spousal and child maintenance payments ordered by the courts are upheld. In 2001-02, the Personal Property Registry processed 9,568 registrations and 1,850 search transactions for the Maintenance Enforcement Program.

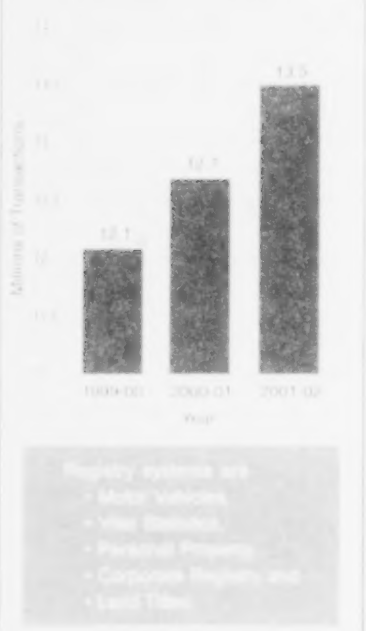
Delivery of Registration and Licensing Services

- ✓ Processed over 32 million transactions through the Ministry's registry systems for the general public, business community, other government departments, municipalities, and law enforcement agencies.

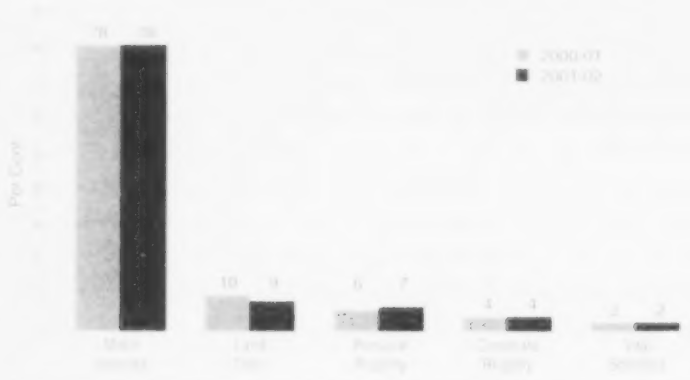
  Of this, 13.5 million transactions were for the general public and businesses. This represents a 6.3 per cent increase from the 12.7 million transactions in 2000-01.

- ✓ 76 per cent of all transactions delivered to the public by Alberta Government Services were provided by the network of 227 registry agents, located in nearly every city and town across the province. As can be seen in the following exhibit, the registry agents' primary source of business is transactions conducted through the Motor Vehicles Registry, which represents over three quarters of all transactions.

Volume of Registry Transactions by Public and Business



Transaction Profile of Registry Agents



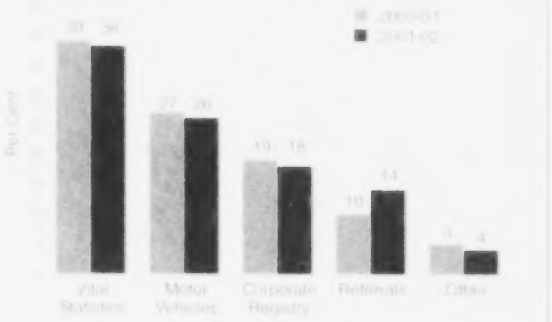
- ✓ Preparations continued for the renewal of the three registry systems (Personal Property, Land Titles and Motor Vehicles), which remains a strategic priority. These systems protect public safety and maintain safe roads, facilitate an efficient system of land ownership, and secure interest in property that is needed for many common business transactions. Due to budget limitations, the Ministry was unable to make any significant progress in renewing these systems. However, funding has been secured to commence this project in 2002-03.

Maintenance Enforcement Program

The Ministry's registry systems support the Maintenance Enforcement Program, a service operated by Alberta Justice which ensures that spousal and child maintenance payments ordered by the courts are upheld. In 2001-02, the Personal Property Registry processed 9,568 registrations and 1,850 search transactions for the Maintenance Enforcement Program.

- ✓ Launched an Intranet site for the Registry Agent Network that will enhance the delivery of training and support services needed by registry agent staff to provide quality services to Albertans.
- ✓ Implemented an option, in partnership with the City of Edmonton, that allows Edmonton residents to use the convenience of the Registry Agent Network to make certain municipal payments (i.e. pet licensing renewals, property tax payments and by-law tickets). This project is an example of the Service Alberta approach to integrating provincial/municipal service delivery.
- ✓ Answered 96,787 calls related to the Ministry's licensing and registration business. As can be seen in the following exhibit, the majority of calls in 2001-02 continue to be related to the Vital Statistics Registry (38 per cent), followed by Motor Vehicles (26 per cent), and Corporate Registry (18 per cent).

Profile of Registry Calls to the Call Centre



Customer Profile: Registry Calls to the Call Centre

The call centre helps thousands of Albertans each year with their questions about registry transactions or issues. Through a random telephone survey of callers who contacted our call centre, we have found that callers:

- Are usually female (72 per cent)
- Over one-half (56 per cent) are between the ages of 25-44
- Tend to have some post secondary training (60 per cent)

Accessible, Secure, Accurate and Reasonably Priced Services

- ✓ Continued to reap awards and recognition for the Spatial Information System (SPIN), developed by the Ministry to allow access to digital survey plans. Following the receipt of two awards in 1999-2000, this year it received the International "Exemplary Systems in Government." The technology behind the SPIN system was also applied to facilitate the development of the Municipal Affairs Assessment System. This technology will also support the new Land Titles Search service functions.
- ✓ Partnered with Alberta Transportation in approaching law enforcement agencies on potential training programs for registry agents and law enforcement to aid in identifying false vehicle identification numbers, fraud and auto theft. These activities will improve the security of registration and licensing transactions.

- ✓ Assessed the registries' vulnerability to abuse and criminal activity through consultation with Alberta Transportation, Justice, Alberta Registry Agents Association, Alberta Motor Association, law enforcement agencies and Criminal Intelligence Service Alberta.
- ✓ Conducted compliance audits on 75 registry agents to ensure adherence to the quality assurance policies and guidelines established by the Ministry.
- ✓ Distributed a birth registration guide to all Alberta hospitals to facilitate efficient and accurate Vital Statistics services. Another similar initiative involved developing an on-line policy and procedures for registering marriages.
- ✓ Conducted compliance audits on accredited users to ensure data quality and integrity for the Corporate Registry system. The audit results were used to develop a policy to suspend, reduce, or revoke access when user performance does not meet standards.
- ✓ The tragic events of September 11th have placed a greater priority on the development of a secure driver's licence, and Alberta Government Services is working with the Ministerial Task Force on Security to identify solutions that will meet the province's needs. Staff conducted an in-depth review of the available technology that could be used to produce secure driver's licences for Albertans. This will be a key initiative in the upcoming year.
- ✓ Examined the feasibility of a lobbyist registration system. After conducting extensive research with other jurisdictions across the country and around the world, Ministry experts determined that a lobbyist registration system was not necessary because the province already has processes to ensure an open and accountable government.
- ✓ Completed an extensive review of the registry agent service delivery network, which led to the development of a Comprehensive Service Delivery Model. The model increased previously capped agent fees to offset rising operating costs and included provisions for expansion of the Registry Agent Network. As well, a government fee increase was included to help fund system renewal, access to service and enhanced security. Note that the government fee increase does not come into effect until July 1, 2002.

Monitoring Legislation

- ✓ Completed extensive consultations with stakeholder groups on key legislative initiatives for registries and licensing:
  - **Personal Property Security Regulation.** Received input from Registries On-line subscribers, registry agents, Alberta businesses and Registries On-line
  - **Personal Property Security Forms Regulation.** Completed a review of all the forms for the Personal Property Registry to ensure compliance with the FOIP Act and secure the privacy of Albertans. Stakeholders included the Law Society of Alberta, law professors, and FOIP coordinators.
  - ***Business Corporations Act*.** Consulted with the Law Society of Alberta Advisory Committee on proposed changes.
- ✓ Participated in a review of two regulations that are being proposed under Alberta Transportation's *Traffic Safety Act*.
- ✓ Conducted a comparative analysis of the Personal Property Registry regulations with other Canadian jurisdictions. Further enhancements were made so that Alberta's regulations become more harmonized.
- ✓ Reviewed the legislative requirements of the *Vital Statistics Act*, *Marriage Act* and *Change of Name Act* and compared them to the business practices of Vital Statistics. This is the first step in recommending legislative changes to these acts in order to streamline services to the public.
- ✓ Completed the review of the Access to Information Regulation under the *Vital Statistics Act* in order to protect the privacy of Albertans.
- ✓ Completed the review of the Corporate Registry Document Handling Procedures Regulation under the *Government Organization Act* to improve efficiencies in processing registrations in the Corporate Registry.
- ✓ Amended the Land Titles Forms Regulation to include a survey form from Sustainable Resource Development. This reduces the number of government regulations and provides more consistent services to Albertans.

Client Satisfaction with Registry Services

The main measure for this core business is overall customer satisfaction with services provided by the three main service delivery channels:

- Registry agents
- Registries On-line
- Land Titles Office

The target is 85 per cent satisfied customers.

Source/Methodology and Results

Canadian Facts, a private marketing research firm, was first commissioned in 1999-00 to conduct a comprehensive satisfaction survey of clients who access registration and licensing products. Each of the three main channels has its own survey. In 2001-02, the surveys were repeated to obtain a statistical trend analysis. All three surveys employ a seven-point satisfaction scale, where one means "very dissatisfied," four means "neutral" and seven means "very satisfied." Respondents were asked to rate their overall satisfaction with the services they received. A "satisfied" respondent is defined as providing a five, six, or seven on the seven-point scale, while "dissatisfied" is one, two, or three.

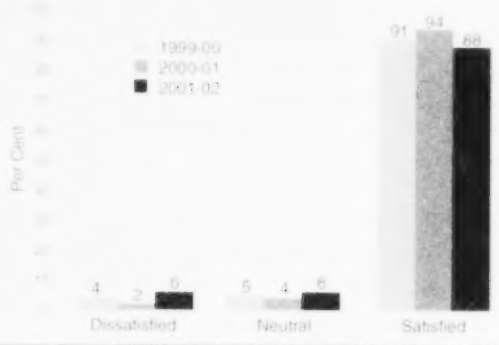
The following results indicate that the Ministry continues to garner overwhelming satisfaction ratings for its services and met its satisfaction targets overall.

- **Registry Agents.** In a quarterly telephone survey of 501 Albertans who recalled visiting a registry agent in the past year, **88 per cent (key performance measure)** stated they were satisfied overall with the service provided to them.

- **Registries On-line.** Subscribers to the Registries On-line service also state high levels of satisfaction. Based on a bi-annual self-completion survey among 300 respondents, **89 per cent (key performance measure)** were satisfied overall with the level of service.

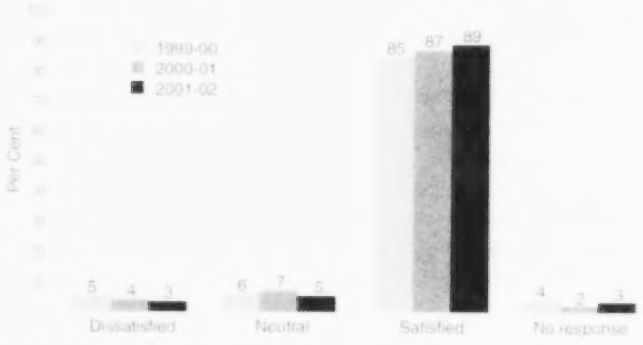
- **Land Titles.** Of the 273 who responded to a quarterly self-completion survey, **85 per cent (key performance measure)** state they are satisfied with the registration process.

Satisfaction Among Customers who Visit a Registry Agent



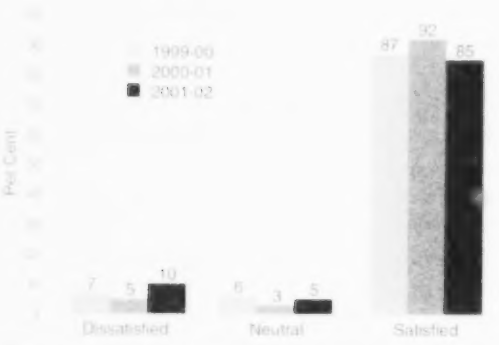
Based on a quarterly telephone survey with Alberta residents over the age of 18 who recalled visiting a registry agent during the past year. The 1999-00 results are based on 701 surveys, accurate to within ±3.7%, 19 times out of 20. The 2000-01 results are based on 500 surveys, and are accurate to within ±4.4%, 19 times out of 20. The 2001-02 results are based on 501 surveys, and are accurate to within ±4.4%, 19 times out of 20.

Satisfaction Among Registries On-line Subscribers



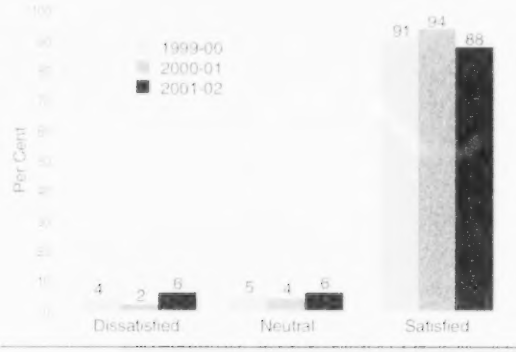
Based on a bi-annual survey with representatives from businesses that subscribe to the Registries On-line services. The 1999-00 results are based on 343 surveys, accurate to within ±5.3%, 19 times out of 20. The 2000-01 results are based on 309 surveys, and are accurate to within ±5.6%, 19 times out of 20. The 2001-02 results are based on 300 surveys, and are accurate to within ±5.6%, 19 times out of 20.

Satisfaction Among Account Holders with the Land Titles Office



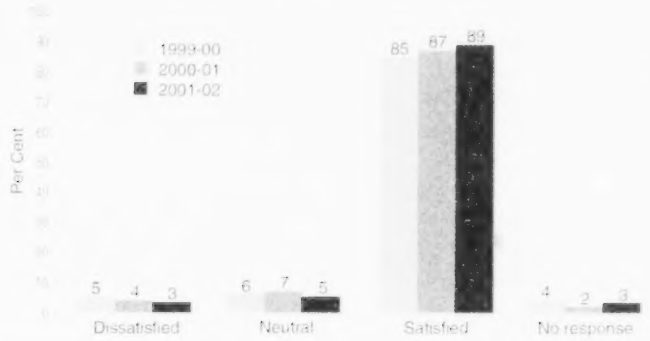
Based on a quarterly self-completion survey with representatives from businesses that have an account with the Land Titles Office. The 1999-00 results are based on 508 surveys, accurate to within ±4.1%, 19 times out of 20. The 2000-01 results are based on 309 surveys, and are accurate to within ±5.6%, 19 times out of 20. The 2001-02 results are based on 273 surveys, and are accurate to within ±5.9%, 19 times out of 20. (Note: the satisfaction result for 2000-01 is now 92%, compared to 91% reported in last year's 2000-01 Annual Report. This is due to some refining of the sample.)

Satisfaction Among Customers who Visit a Registry Agent



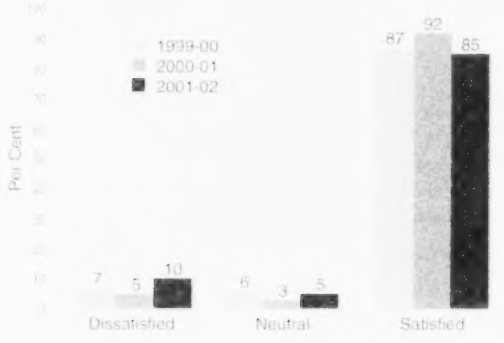
Based on a quarterly telephone survey with Alberta residents over the age of 18 who recalled visiting a registry agent during the past year. The 1999-00 results are based on 701 surveys, accurate to within ±3.7%, 19 times out of 20. The 2000-01 results are based on 500 surveys, and are accurate to within ±4.4%, 19 times out of 20. The 2001-02 results are based on 501 surveys, and are accurate to within ±4.4%, 19 times out of 20.

Satisfaction Among Registries On-line Subscribers



Based on a bi-annual survey with representatives from businesses that subscribe to the Registries On-line services. The 1999-00 results are based on 343 surveys, accurate to within ±5.3%, 19 times out of 20. The 2000-01 results are based on 309 surveys, and are accurate to within ±5.6%, 19 times out of 20. The 2001-02 results are based on 300 surveys, and are accurate to within ±5.6%, 19 times out of 20.

Satisfaction Among Account Holders with the Land Titles Office



Based on a quarterly self-completion survey with representatives from businesses that have an account with the Land Titles Office. The 1999-00 results are based on 508 surveys, accurate to within ±4.1%, 19 times out of 20. The 2000-01 results are based on 309 surveys, and are accurate to within ±5.6%, 19 times out of 20. The 2001-02 results are based on 273 surveys, and are accurate to within ±5.9%, 19 times out of 20. (Note: the satisfaction result for 2000-01 is now 92%, compared to 91% reported in last year's 2000-01 Annual Report. This is due to some refining of the sample.)

Analysis

The Ministry has been able to meet its target of 85 per cent satisfaction. Results are also considerably high compared to satisfaction norms for government which are generally in the 65 per cent range.

The overall reduction in client satisfaction levels from prior years reflects the fact that operational resources were not adjusted for the 6 per cent increase in service volumes. The fiscal restraints and hiring freeze resulted in some deterioration of response times. Maintaining the current levels of satisfaction will continue to be a challenge for Alberta Government Services, particularly given further fiscal limitations and rising transaction volumes as a result of a robust economy.

Client Satisfaction with Call Centre Services

The 2001-04 Business Plan identifies a target of 85 per cent. However, this target was included with the other registry delivery channels, and may not be entirely appropriate as an information-based service. The 2002-05 Business Plan subsequently identifies a target satisfaction rate of 80 per cent.

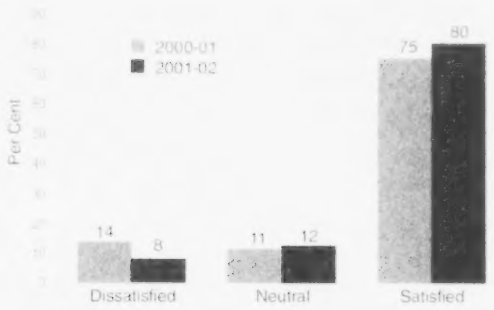
Source/Methodology and Results

Canadian Facts, a private marketing research firm, was first commissioned in 2000-01 to conduct a comprehensive satisfaction survey of Albertans who have contacted the call centre for information on registry products. In 2001-02, the survey was repeated to obtain a statistical trend analysis. Both studies involved a bi-annual random telephone interviewing approach.

Satisfaction is measured using a seven-point scale, where one means "very dissatisfied," four means "neutral" and seven means "very satisfied." Respondents are asked to rate their overall satisfaction with the service they received. For the analysis, a "satisfied" respondent is defined as providing either a five, six or seven on the seven-point scale, while "dissatisfied" is one, two or three.

The 2001-02 results indicate that the Ministry has been able to achieve a high level of satisfaction among callers. A large majority **80 per cent (key performance measure)** are satisfied overall with the services they received.

Satisfaction Among Call Centre Clients



Based on a bi-annual telephone survey of callers who accessed the Ministry's call centre for a registry-related question. The 2000-01 results are based on 479 telephone surveys, and are accurate to within ±4.5%, 19 times out of 20. The 2001-02 results are based on 300 surveys, and are accurate to within ±5.7%, 19 times out of 20. The 2000-01 Annual Report combined results from registry and consumer callers. This year, they have been split out.

Analysis

The Ministry has been successful at significantly raising client satisfaction in the past year. Initiatives such as cross-training of staff and implementation of new technology, which were made possible by amalgamating the registries and consumer call centres, have paid off.

Comparison of Alberta's Motor Vehicle Registry Fees to Other Canadian Jurisdictions

Another measure associated with the goal of efficient licensing and registration services is the comparison of Alberta fees with other Canadian jurisdictions. This was a supplemental measure in last year's Annual Report, but it is now a formal performance measure for the Ministry. The target is to ensure Alberta fees' ' are below the national average.

Source/Methodology and Results

Registries staff contacted provincial government agencies across Canada to collect information on fees for vehicle registrations and driver's licences.

To facilitate a reliable and meaningful comparative analysis, two key products were identified for the Motor Vehicles Registry: vehicle registration renewal and driver's licence renewal. These two products are the most common transactions, are available in a similar form in all Canadian jurisdictions and are the most familiar to the general public. Furthermore, since many jurisdictions use formulas

Based on a bi-annual telephone survey of callers who accessed the Ministry's call centre for a registry-related question. The 2000-01 results are based on 479 telephone surveys, and are accurate to within ±4.5%, 19 times out of 20. The 2001-02 results are based on 300 surveys, and are accurate to within ±5.7%, 19 times out of 20. The 2000-01 Annual Report combined results from registry and consumer callers. This year, they have been split out.

Analysis

The Ministry has been successful at significantly raising client satisfaction in the past year. Initiatives such as cross-training of staff and implementation of new technology, which were made possible by amalgamating the registries and consumer call centres, have paid off.

Comparison of Alberta's Motor Vehicle Registry Fees to Other Canadian Jurisdictions

Another measure associated with the goal of efficient licensing and registration services is the comparison of Alberta fees with other Canadian jurisdictions. This was a supplemental measure in last year's Annual Report, but it is now a formal performance measure for the Ministry. The target is to ensure Alberta fees' ' are below the national average.

Source/Methodology and Results

Registries staff contacted provincial government agencies across Canada to collect information on fees for vehicle registrations and driver's licences.

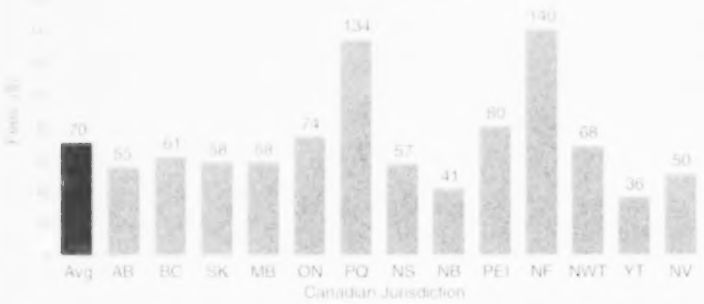
To facilitate a reliable and meaningful comparative analysis, two key products were identified for the Motor Vehicles Registry: vehicle registration renewal and driver's licence renewal. These two products are the most common transactions, are available in a similar form in all Canadian jurisdictions and are the most familiar to the general public. Furthermore, since many jurisdictions use formulas

(e.g., weight of a vehicle), these registrations were put into common scenarios to standardize them across all provinces.

The survey found that Alberta has the third lowest vehicle registration and driver's licence fees in Canada.

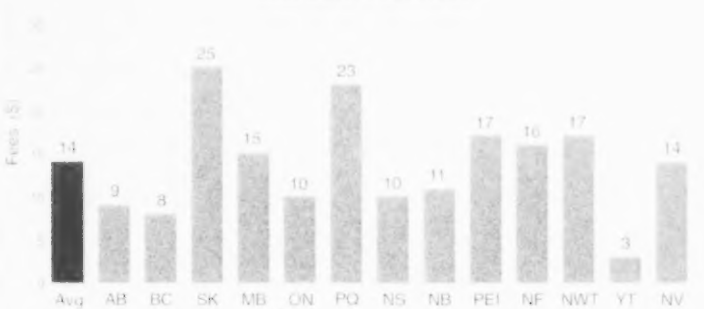
- The annual registration fee in Alberta for a four-door Ford Taurus sedan in an urban area is $55 (of which $7 is the service fee charged by the private registry agents to cover their costs). At this price, Alberta is **22 per cent below (key performance measure)** the national average of $70.
- The cost per year to renew a driver's licence in Alberta, assuming the renewal is for a standard five-year period, is approximately $9 (of which approximately $1 is the service fee charged by the private registry agents to cover their costs). Alberta's fee for renewing vehicle registrations is **31 per cent below (key performance measure)** the national average of $14.

Comparison of Vehicle Registration Fees with Other Provinces *



Fee for a vehicle registration renewal on a Ford Taurus sedan weighing 3,294 pounds in an urban area (service/ administrative fees included).

Comparison of Driver's Licence Renewal Fees with Other Provinces *



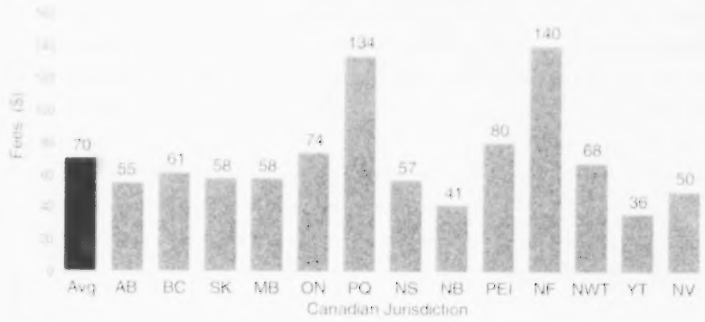
Annual renewal fee for a driver's licence with no demerits (based on a standard five year renewal).

(e.g., weight of a vehicle), these registrations were put into common scenarios to standardize them across all provinces.

The survey found that Alberta has the third lowest vehicle registration and driver's licence fees in Canada.

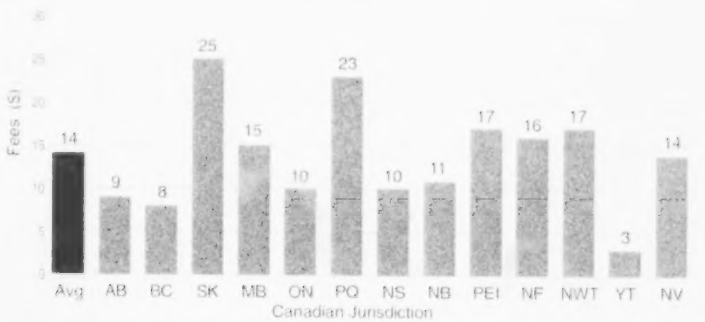
- The annual registration fee in Alberta for a four-door Ford Taurus sedan in an urban area is $55 (of which $7 is the service fee charged by the private registry agents to cover their costs). At this price, Alberta is **22 per cent below (key performance measure)** the national average of $70.
- The cost per year to renew a driver's licence in Alberta, assuming the renewal is for a standard five-year period, is approximately $9 (of which approximately $1 is the service fee charged by the private registry agents to cover their costs). Alberta's fee for renewing vehicle registrations is **31 per cent below (key performance measure)** the national average of $14.

Comparison of Vehicle Registration Fees with Other Provinces *



Fee for a vehicle registration renewal on a Ford Taurus sedan weighing 3,294 pounds in an urban area (service/ administrative fees included).

Comparison of Driver's Licence Renewal Fees with Other Provinces *



Annual renewal fee for a driver's licence with no demerits (based on a standard five year renewal).

Analysis

As highlighted in last year's annual report, Alberta continues to have some of the lowest fees in Canada. The low fees for Alberta's motor vehicle services illustrate how the Ministry is contributing to the Alberta Advantage, which in turn attracts people, businesses, and investment necessary for a strong provincial economy. In the upcoming year, the increases to Alberta's motor vehicle fees will have an impact on this performance measure. However, the Ministry expects that Alberta's fees will remain competitive with the national average.

Comparison of Alberta's Land Titles Registry Fees to Other Canadian Jurisdictions

This is a new measure that compares fees typically associated with a land transaction. The target is to ensure Alberta's fees[1] are below the national average.

Source/Methodology and Results

Registries staff contacted provincial government agencies that use the Torrens system to define land ownership. Under the Torrens system, an interest in land must be duly registered with a central registry maintained by the provincial government. All registrations in the land registry are backed by the provincial government. In addition to Alberta, six other provinces and territories use this system: British Columbia, Saskatchewan, Manitoba, Ontario, Northwest Territories, and Nunavut.

To facilitate a reliable and meaningful comparative analysis, the following key products were identified for the Land Titles Registry:

- Transfer of Title
- Registration of Mortgage
- Registration of Caveat
- Discharge of Caveat (from previous owner)
- Discharge of Mortgage (from previous owner)

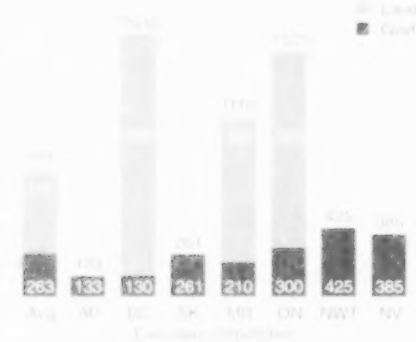
These five products are typically required when Albertans wish to purchase a home. In some jurisdictions, a land transfer tax is also included as part of registering the transfer of a title. This tax was also included in the analysis in order to represent an appropriate end cost to consumers.

Furthermore, since some of the products employ formulas, these registrations were put into a common scenario to standardize them across all provinces. Specifically, all applicable provincial government fees associated with purchasing a $150,000 home, with a mortgage of $140,000, have been included.

The survey found that Alberta has the lowest fees relating to the purchase of a home. The sum of all government fees for the five products is $133, compared to a national average of $263. When required land transfer taxes are included to represent a total end cost to the consumer, Alberta is **83 per cent below (key performance measure)** the national average of $781.

Comparison of Land Title Fees with Other Provinces

Totals represent the cost to provide five provincial government services typically required to legally purchase a $150,000 house with a $140,000 mortgage. To ensure comparability, only provinces using the Torrens Land System were included. To reflect the complete end cost to consumers, the cost of provincial land taxes charged in BC ($1,500), Manitoba ($900), and Ontario ($1,225) has been added to the total government fees.



Analysis

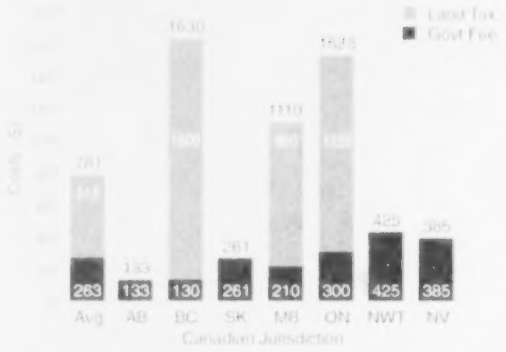
With the review and subsequent reductions in land titles fees announced in Budget 2000, Alberta has clearly established itself as a leader in affordable fees. Considering that land transactions are vital to many key industries in the province (e.g. construction, real estate development, resource development), the Ministry is playing its part to promote a prosperous and active economy.

Furthermore, since some of the products employ formulas, these registrations were put into a common scenario to standardize them across all provinces. Specifically, all applicable provincial government fees associated with purchasing a $150,000 home, with a mortgage of $140,000, have been included.

The survey found that Alberta has the lowest fees relating to the purchase of a home. The sum of all government fees for the five products is $133, compared to a national average of $263. When required land transfer taxes are included to represent a total end cost to the consumer, Alberta is **83 per cent below (key performance measure)** the national average of $781.

Comparison of Land Title Fees with Other Provinces

Totals represent the cost to provide five provincial government services typically required to legally purchase a $150,000 house with a $140,000 mortgage. To ensure comparability, only provinces using the Torrens Land System were included. To reflect the complete end cost to consumers, the cost of provincial land taxes charged in BC ($1,500), Manitoba ($900), and Ontario ($1,225) has been added to the total government fees.



Analysis

With the review and subsequent reductions in land titles fees announced in Budget 2000, Alberta has clearly established itself as a leader in affordable fees. Considering that land transactions are vital to many key industries in the province (e.g. construction, real estate development, resource development), the Ministry is playing its part to promote a prosperous and active economy.

Comparison of Alberta's Business Licensing Fees to Other Canadian Jurisdictions

This is a new measure that compares the fees charged in Alberta for certain business licences to other Canadian jurisdictions. Of all the licences administered by Alberta Government Services, the following were determined to be most reflective of marketplace demand in the province:

- Collection Agency Licence
- Direct Selling Licence
- Pre-paid Contractor's Licence

Although a Pre-Paid Contractor's Licence is a significant, high-volume business licence in Alberta, legislation in other Canadian jurisdictions typically regard pre-paid contractors as direct sellers. Alberta, however, differentiates between the two in order to set up unique bond claim processes and contract disclosure requirements. As such, there are no jurisdictions to conduct a comparative analysis, and it has been excluded from this annual report.

The target is that Alberta's fees[1] remain below the national average.

Source/Methodology and Results

Consumers staff contacted provincial and territorial government agencies across Canada to collect information on the fees charged for various business licences.

It is important to note that Alberta charges a single, competitive, flat fee for each licence being compared. To ensure a meaningful comparison, the following assumptions were made:

Collection Agency Licence

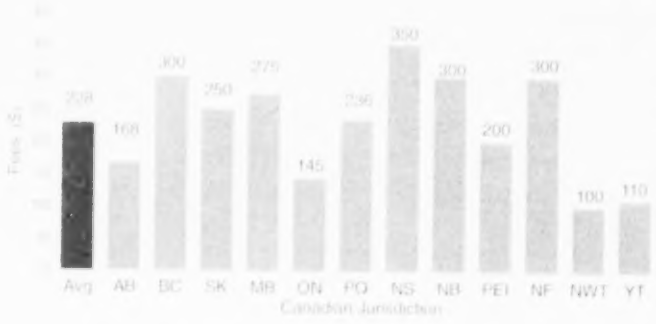
- Comparisons were made against the minimum business fee charged in the province or territory for either a new licence or a renewal, whichever was lower, regardless of company size. The Collection Agency Licence fee in Alberta of $168 is **26 per cent below (key performance measure)** the national average.

Direct Sellers

- Comparisons were made against the minimum fee charged to sole proprietors, partnerships, or corporations excluding additional charges for branch or satellite office. The Direct Selling Licence fee in Alberta of $60 is **29 per cent below (key performance measure)** the national average.

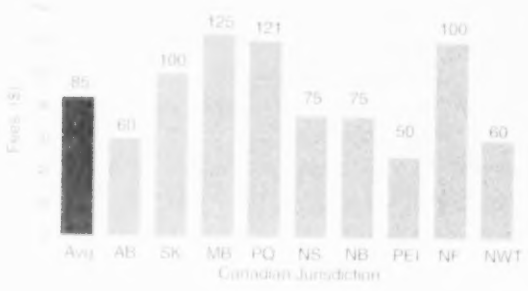
Comparison of Collection Agency Licensing Fee with Other Provinces

The minimum annual fee charged for a collection agency licence in each Canadian jurisdiction (either a new licence or a renewal, whichever was lower, regardless of company size) was compared.



Comparison of Direct Sellers Licensing Fee with Other Provinces

The minimum annual fee for a direct seller licence charged to sole proprietors, partnerships, or corporations, as compared across jurisdictions. The comparison reflects base charges and excludes additional per branch/seller fees that other jurisdictions may apply.

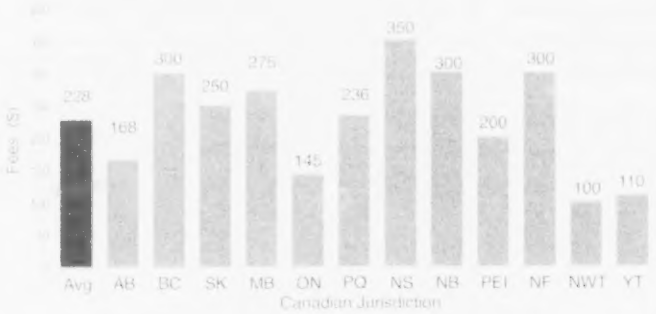


Analysis

By keeping its fees very affordable and competitive with the other jurisdictions, the Ministry continues to support the business community and its commitment to a fair and effective marketplace.

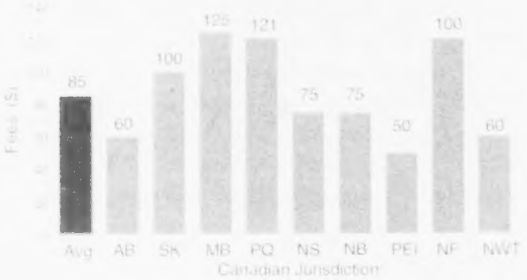
Comparison of Collection Agency Licensing Fee with Other Provinces

The minimum annual fee charged for a collection agency licence in each Canadian jurisdiction (either a new licence or a renewal, whichever was lower, regardless of company size) was compared.



Comparison of Direct Sellers Licensing Fee with Other Provinces

The minimum annual fee for a direct seller licence charged to sole proprietors, partnerships, or corporations, as compared across jurisdictions. The comparison reflects base charges and excludes additional per branch/seller fees that other jurisdictions may apply.



Analysis

By keeping its fees very affordable and competitive with the other jurisdictions, the Ministry continues to support the business community and its commitment to a fair and effective marketplace.

Businesses Licensed by Alberta Government Services

The following businesses are directly licensed by the Ministry. Visit www.gov.ab.ca/gs for more information:

- Auctions
- Cemeteries
- Cemetery Pre-need Contract Sales
- Cemetery Pre-need Contract Salespeople
- Charitable Organizations
- Collection Agencies
- Collectors
- Cooperatives
- Direct Sellers (Door-to-Door Sellers)
- Electricity Marketers
- Employment Agencies
- Fund-raising Businesses
- Mausoleums
- Natural Gas Direct Marketers
- Prepaid Contractors
- Retail Home Sales (mobile homes, modular homes and packaged homes)
- Travel Clubs

The Ministry also maintains legislation for licensing of the following industries. However, the processing of these licences is provided by our strategic partners:

- Automotives (sales, leasing, repair and consignment sales) - Alberta Motor Vehicle Industry Council.
- Funerals (businesses, directors, embalmers, pre-arranged funeral plans, crematory) - Alberta Funeral Services Regulatory Board.
- Real Estate (agents, brokers, mortgage brokers, property managers) - Real Estate Council of Alberta.

Service Alberta
(formerly known as Alberta One Window)

Goal 3: A "One Window Gateway" to enable Albertans to access government services in a manner of their choice.

Overview

The 2001-02 fiscal year represents the first full year of operations for the Service Alberta Program Management Office. Due to fiscal restraints, this initiative did not receive additional funds and only 0.5 per cent ($ 0.9 million) was allocated to this core business. As such, major initiatives are still in the early stages of development.

Alberta Government Services has a mandate to lead a major initiative to enhance Albertans' access to government programs and services. The new name for this core business – Service Alberta – was arrived at following extensive public consultation and acceptance testing.

The Service Alberta Program Management Office leads other ministries in developing a customer-focused service delivery model that ensures seamless, convenient and flexible access to government.

Once it is fully implemented, Service Alberta will make it possible for Albertans to get many government services through just one phone call, one office visit or one Web site, whatever their preference.

2001-02 Activities

Albertans can access information and process transactions in a manner of their choice

- ✓ The first concepts of an eventual Service Alberta Web site appeared on the Government of Alberta homepage in spring 2001.
- ✓ Developed the Service Alberta Web site which will be introduced to Albertans in summer 2002. It will facilitate Web site consistency across ministries through common technical standards and content management guidelines.

Strategic framework to support service delivery model

- ✓ Conducted focus groups with the general public to gain insight, input and feedback on the concept, development and direction of Service Alberta.
- ✓ Developed a strategy for greater integration of government call centres. The strategy builds on the services provided through the RITE (Government of Alberta) network and allows for further migration of general information services from ministries to the call centre. The first version of the Service Alberta call centre will go live in summer 2002.
- ✓ Formulated a Quality Customer Service Policy, which clearly states the government's service commitment to Albertans, and outlines how their privacy will be protected.
- ✓ Developed an accountability framework, articulating the responsibilities and accountabilities of key stakeholders in providing services through Service Alberta.
- ✓ Created a go-forward business case, featuring an incremental implementation approach that allows:
  - Ministries to contribute to Service Alberta in keeping with their own business plan priorities.
  - Adjustments to implementation plans in response to changing funding levels.
  - Partners in the Service Alberta initiative to proceed at their own pace and learn from experience.

2001-02 Performance Measures

Number and Percentage Increase in Information-Based Services

This measure supports the goal of enabling access for Albertans. A count was taken of provincial government, information-based services accessible through the Internet to establish the baseline for this new measure. The target will be established in the 2002-05 Business Plan.

Source/Methodology and Results

An information-based service was defined as a service description or publication record which describes the service or information available to Albertans and provides a link to the Ministry web page that contains the information, service, or group of services.

The web home page for the Government of Alberta (www.gov.ab.ca) contains a listing of these information-based services for programs offered by the provincial government.

Based on a manual count in April 2002, there were **518 (key performance measure)** information-based services available to Albertans on the Government of Alberta Web site.

Analysis

The on-line availability of 518 information-based services through the Government of Alberta Web site sets the baseline for development of the Service Alberta Web site.

Number and Percentage Increase in Transaction-Based Services

The number of transaction-based services is another measure designed to assess how Service Alberta is enhancing Albertans' access to government services.

Source/Methodology and Results

Transactional services on the Service Alberta Web site are those that provide some form of interaction between the individual and the on-line service by:

- Allowing Albertans to retrieve information based on variables they enter on the system (e.g. location data).
- Allowing Albertans to apply for a service, pay for a service, check the status of a service, and/or receive notification of approval/denial of a service (e.g. application for funding, employment application).

The Web site for the Government of Alberta (www.gov.ab.ca) contains a listing of the on-line transaction services offered by the provincial government.

Based on a manual count in April 2002, there were **eight (key performance measure)** on-line transactional services available to Albertans.

- **Vehicle registration renewal.** Renew Class 3 passenger vehicle registrations (cars and trucks used privately, and not for commercial purposes).
- **Queen's Printer Bookstore.** Purchase government legislation and publications, and access up-to-date information on Alberta's laws.
- **On-line recruitment service.** Apply for employment with the Alberta government and also view the status of government competitions.
- **Student assistance application.** Apply for financial assistance efficiently and securely.
- **Student funding inquiry.** Obtain student loan applications, assess eligibility for financial assistance, or check the status of government student loans.
- **High School transcripts.** Order high school transcripts for Grade 12 (September 1992-present) or Grades 10 or 11 (September 1994-present).
- **Agricultural publications.** Request up to 10 Alberta Agriculture, Food and Rural Development publications.
- **Province-wide virtual library catalogue.** Search most of the province's public and post-secondary library collections.

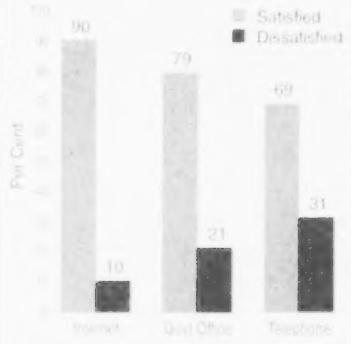
Analysis

The on-line availability of eight transaction services through the Government of Alberta Web site sets the baseline for development of the Service Alberta Web site. With eight transactional services available, and with even more coming in 2002, service delivery options available to Albertans continue to expand.

Client Satisfaction with Service Alberta (formerly known as Alberta One Window)

Overall satisfaction with access through Service Alberta is a key measure for the Ministry's goal to enable Albertans to access government. This is a new measure for 2001-02 and, as a baseline year, provides a foundation for the high standard of service excellence that Albertans expect from their government. The target will be set in the 2003-06 business plan.

Satisfaction with Services



Based on a random telephone survey with Alberta residents over the age of 18 and who were able to provide a satisfaction rating with their ability to access Alberta government services through the Internet, telephone and government office. The Internet satisfaction results are based on 243 surveys, accurate to within ±6.3%, 19 times out of 20. The telephone satisfation results are based on 486 surveys, and are accurate to within ±4.4%, 19 times out of 20. The office satisfaction results are based on 432 surveys, and are accurate to within ±4.7%, 19 times out of 20.

Source/Methodology and Results

Environics West, a private research firm, was commissioned in 2001-02 to conduct a baseline survey of Albertans' satisfaction with the services provided through various channels. Respondents were asked to rate their overall satisfaction with their ability to access government services through three channels:

- Internet
- A government office
- Telephone

A four-point, word anchored scale was used to rate satisfaction:

- "very satisfied"
- "somewhat satisfied"
- "somewhat dissatisfied" and
- "very dissatisfied."

A "satisfied" respondent is defined as providing either a "very satisfied" or "somewhat satisfied" on the scale, while "dissatisfied" is a rating of either "somewhat dissatisfied" or "very dissatisfied."

A random telephone survey was conducted of 600 Albertans who were 18 years of age or older. A high proportion of respondents indicated a "refuse/don't know" answer (Internet 60 per cent, government office 28 per cent, telephone 19 per cent). As a result, the base size for each sample was recalibrated to exclude the "refuse/don't know" answers, so that the findings only include Albertans able to provide a rating. The adjusted results show:

- **Internet: 90 per cent (key performance measure)** satisfaction (based on 243 interviews).
- **Government Office: 79 per cent (key performance measure)** satisfaction (based on 486 interviews).
- **Telephone: 69 per cent (key performance measure)** satisfaction (based on 432 interviews).

Analysis

These results are consistent with other citizen satisfaction surveys about contacting government, where access by Internet and government offices garner greater satisfaction. They also provide a current evaluation of Albertans' satisfaction with access to their government. The methodology will continue to be refined in subsequent years.

Government Support

Alberta Government Services provides support services to other provincial ministries and government bodies.

Goal 4: Government regulations are simplified and reduced.

Goal 5: Effective access to information and protection of privacy.

Overview

The Regulatory Review Secretariat, which has been with the Ministry since its formation in May 1999, continues to work with other ministries to facilitate the review of their regulations. The overall goal is to ensure that Alberta has a streamlined, effective and efficient regulatory environment. If a regulation is not necessary for the maintenance and/or enhancement of the public good, and does not contribute significantly to the economic goals of the province, then the need for the regulation must be seriously questioned. The main processes associated with the regulatory review function are to:

- Review regulations enacted prior to January 1, 1996, and determine if these regulations are still relevant and current.
- Ensure that all subsequent regulations have, where appropriate, a sunset clause. This clause places an expiry date on the regulation, and requires ministries to review the regulation prior to the expiry date, determine if it is still relevant, and renew if required.

As part of the March 2001 restructuring, Alberta Government Services assumed responsibility for two business functions formerly with other ministries. One function is coordinating the government-wide administration of the *Freedom of Information and Protection of Privacy Act* (FOIP) by supporting government ministries, agencies and local bodies through training, coordinating and advising. This area also leads various strategic initiatives associated with the act, such as privacy legislation for the private sector.

The second function is developing an information management framework that assists ministries with managing their valuable information resources, including electronic records where there has been tremendous growth.

Core Business

These support functions consumed 1.2 per cent ($2.2 million) of the Ministry's 2001-02 expenditures.

2001-02 Activities – Regulatory Review

- ✓ Provided support to other ministries to review regulations enacted before 1996. As reported in a comprehensive database maintained by the Secretariat, a total of 49 regulations were reviewed during 2001-02.
- ✓ Alberta continues to be a leader in Canada in applying due diligence to its regulatory affairs, continually reminding businesses that the Alberta Advantage means "open for business" and "less red tape."
- ✓ Aside from working with other Ministries through the Regulatory Review Secretariat, Alberta Government Services is also responsible for its own regulations and maintains a very active regulatory schedule. As of April 2, 2002, the Ministry had 67 regulations associated with the 35 acts used to carry out its mission and achieve its vision. 2001-02 was a very busy year in terms of changes to Alberta Government Services' regulations:

New Regulations

- Internet Sales Contract Regulation
- Crematories Designation Regulation
- Cooperatives Regulation
- Travel Clubs Regulation

Regulations Repealed

- Consumer and Corporate Affairs Grants Regulation

Regulations with an Expiry Date Inserted

- Freedom of Information and Protection of Privacy Regulation
- Records Management Regulation
- Forms Regulation (*Land Titles Act*)
- Personal Property Security Regulation
- Residential Tenancies Exemption Regulation
- Residential Tenancies Ministerial Regulation
- Subsidized Public Housing Regulation
- Access to Information Regulation

Regulations Amended

- Exemption Regulation (*Cemeteries Act*)
- Designation of Trades and Businesses Regulation
- Alberta Funeral Services Regulatory Board Regulation

Regulations Reviewed

- Corporate Registry Document Handling Procedures Regulation
- Debtor's Assistance Regulation
- Real Estate (Ministerial) Regulation
- Exemption Regulation (under the Real Estate Act)

2001-02 Performance Measures - Regulatory Review

Percentage of Pre-1996 Government Regulations Reviewed

This performance measure indicates the percentage of government regulations in existence prior to January 1, 1996 that have been reviewed to date. The target for this performance measure is that all remaining regulations be reviewed by March 31, 2002.

Source/Methodology and Results

In 1995, the Regulatory Reform Task Force established a Sunset Plan to ensure all regulations in existence before 1996 were reviewed, with adequate stakeholder consultation, and rewritten for clarity and plain language. Since these regulations did not contain expiry clauses, the Sunset Plan ensured they were given expiry dates to guarantee future reviews.

The Regulatory Review Secretariat maintains a log of all government regulations to be reviewed. All progress to review regulations, and subsequently repeal or re-enact these regulations, are tracked in the Status Report. It is important to note that the Status Report is not weighted to reflect the varying efforts required to review each regulation. Rather, it represents strictly an accounting of the current state of the review of regulations in existence before 1996.

The following exhibit highlights that **84 per cent (key performance measure)** of the pre-1996 regulations have been reviewed. Completing the review remains challenging due to the complexity and diversity of the remaining regulations. As outlined in the Ministry's 2002-05 business plan, the target for completion has been changed to March 2003.

Regulations Scheduled to be Reviewed	**Progress To-Date** (as of March 31, 2002)	
Number of regulations at beginning of review		* 1,201
Regulations reviewed		
Re-enacted with expiry date	328	
Re-enacted without expiry date	57	
Exemption requested	214	
Repealed	283	
Merged	122	1,004
Regulations left to be reviewed or in progress		**197**

* Note: In the 2000-01 Annual Report, a total of 1,197 pre-1996 regulations were identified. Following an extensive review of the 1996 Legislative Index, adjustments to the regulation review database were necessary.

Glossary of Terms

1. **Number of regulations at beginning of review:** Number of regulations in effect in December 1995 which were identified in the first work plans submitted by the ministries to the Regulatory Reform Task Force.
2. **Regulations reviewed:** Total number of regulations that have been reviewed. This figure includes regulations enacted with an expiry date, enacted without an expiry date, repealed regulations, regulations exempted or requested to be exempted, and those that have been merged into others.
3. **Regulations left to be reviewed or in progress:** Total number of regulations left to be reviewed.

2001-02 Performance Measures – Regulatory Review

Percentage of Pre-1996 Government Regulations Reviewed

This performance measure indicates the percentage of government regulations in existence prior to January 1, 1996 that have been reviewed to date. The target for this performance measure is that all remaining regulations be reviewed by March 31, 2002.

Source/Methodology and Results

In 1995, the Regulatory Reform Task Force established a Sunset Plan to ensure all regulations in existence before 1996 were reviewed, with adequate stakeholder consultation, and rewritten for clarity and plain language. Since these regulations did not contain expiry clauses, the Sunset Plan ensured they were given expiry dates to guarantee future reviews.

The Regulatory Review Secretariat maintains a log of all government regulations to be reviewed. All progress to review regulations, and subsequently repeal or re-enact these regulations, are tracked in the Status Report. It is important to note that the Status Report is not weighted to reflect the varying efforts required to review each regulation. Rather, it represents strictly an accounting of the current state of the review of regulations in existence before 1996.

The following exhibit highlights that **84 per cent (key performance measure)** of the pre-1996 regulations have been reviewed. Completing the review remains challenging due to the complexity and diversity of the remaining regulations. As outlined in the Ministry's 2002-05 business plan, the target for completion has been changed to March 2003.

Regulations Scheduled to be Reviewed		**Progress To-Date** (as of March 31, 2002)
Number of regulations at beginning of review		* 1,201
Regulations reviewed		
Re-enacted with expiry date	328	
Re-enacted without expiry date	57	
Exemption requested	214	
Repealed	283	
Merged	122	1,004
Regulations left to be reviewed or in progress		**197**

* Note: In the 2000-01 Annual Report, a total of 1,197 pre-1996 regulations were identified. Following an extensive review of the 1996 Legislative Index, adjustments to the regulation review database were necessary.

Glossary of Terms

1. **Number of regulations at beginning of review:** Number of regulations in effect in December 1995 which were identified in the first work plans submitted by the ministries to the Regulatory Reform Task Force.
2. **Regulations reviewed:** Total number of regulations that have been reviewed. This figure includes regulations enacted with an expiry date, enacted without an expiry date, repealed regulations, regulations exempted or requested to be exempted, and those that have been merged into others.
3. **Regulations left to be reviewed or in progress:** Total number of regulations left to be reviewed.

Analysis

The Secretariat has made considerable progress in facilitating the continuing review of other ministries' outstanding regulations. However, the remaining regulations are quite complex and require considerable resources, which may not be available in other ministries, to complete an in-depth review. The Secretariat continues to work with ministers to promote the completion of this initiative. Further discussion is required to determine whether a new deadline needs to be established, or if an alternate approach may be taken.

Percentage of Government Regulations Reviewed as per Expiry Dates

Since the review was initiated, all subsequent regulations (post-1996) are now required by law to have a sunset clause. This is an expiry date that is embedded in the regulation and ensures a regulation does not remain in existence when it is no longer applicable. This measure tracks the effectiveness of the sunset clause. The target is that, of the 50 regulations that have expiry dates set for the 2001-02 fiscal year, 100 per cent will be reviewed.

Source/Methodology and Results

The Regulatory Review Secretariat maintains a log of all government regulations in existence. The log, which is updated through communications with other ministries, government repository records, and the Secretariat's own internal operations, tracks the status of the regulations in the review process.

100 per cent (key performance measure) of regulations were reviewed as follows:

Review Result	No. of Regulations
Renewed with Expiry Date	42
Not Renewed (Repealed/Expired)	7
Exempted	1
Total	50

Analysis

Ministries are thoroughly reviewing their regulations and are not renewing those that are no longer relevant to their business. The sunset clause is working toward its goal of maintaining a relevant and current regulatory environment. Without a required expiry date, these regulations may have remained in effect even though the ministries have clearly indicated they are no longer needed.

Percentage of Alberta Government Services' Regulations Reviewed as per Expiry Dates

This measure is used to assess how Alberta Government Services participates as a ministry in the regulatory review process. In 2001-02, the Ministry had four regulations that were set to expire. The target is to review all (100 per cent) of these regulations.

Source/Methodology and Results

Legislative planning staff in Alberta Government Services maintain a listing of the Ministry's regulations and their current status. This listing is compared to the log maintained by the Regulatory Review Secretariat to cross-reference the datasets and to support the identification of expiring regulations requiring review.

100 per cent (key performance measure) of expiring Alberta Government Services regulations were reviewed with the following results:

Review Result	No. of Regulations
Renewed with Expiry Date	4
Corporate Registry Document Handling Procedures	
Debtor's Assistance	
Real Estate (Ministerial)	
Exemption Regulation *(Real Estate Act)*	
Not Renewed (Repealed/Expired)	-
Exempted	-
Total *	4

*Note: The four Alberta Government Services' regulations reported in this formal performance measure are also included in the 50 Government of Alberta regulations of the previous formal performance measure

Analysis

Alberta Government Services is complying with the overall government objective of a streamlined, efficient regulatory environment.

Percentage of Alberta Government Services' Regulations Reviewed as per Expiry Dates

This measure is used to assess how Alberta Government Services participates as a ministry in the regulatory review process. In 2001-02, the Ministry had four regulations that were set to expire. The target is to review all (100 per cent) of these regulations.

Source/Methodology and Results

Legislative planning staff in Alberta Government Services maintain a listing of the Ministry's regulations and their current status. This listing is compared to the log maintained by the Regulatory Review Secretariat to cross-reference the datasets and to support the identification of expiring regulations requiring review.

100 per cent (key performance measure) of expiring Alberta Government Services regulations were reviewed with the following results:

Review Result	No. of Regulations
Renewed with Expiry Date	4
Corporate Registry Document Handling Procedures	
Debtor's Assistance	
Real Estate (Ministerial)	
Exemption Regulation *(Real Estate Act)*	
Not Renewed (Repealed/Expired)	-
Exempted	-
Total *	4

*Note: The four Alberta Government Services' regulations reported in this formal performance measure are also included in the 50 Government of Alberta regulations of the previous formal performance measure.

Analysis

Alberta Government Services is complying with the overall government objective of a streamlined, efficient regulatory environment.

2001-02 Activities
Effective Access to Information and Protection of Privacy

- ✓ Completed an extensive update to the Freedom of Information and Protection of Privacy Guidelines and Practices publication reflecting Revised Statutes of Alberta (RSA 2000) changes. This update also included all of the recent amendments to the FOIP *Act* and Information and Privacy Commissioner's Orders released to March 1, 2002, in draft form. This ensures that legislation used to support services to Albertans is relevant and effective.
- ✓ Provided support to the second legislated review of the FOIP *Act* which commenced with the establishment of the Select Special FOIP *Act* Review Committee. This all-party committee of the Legislative Assembly of Alberta was mandated to seek public input and make recommendations on any needed changes to the FOIP legislation.
- ✓ Developed the draft Information Management Framework in partnership with the Chief Information Officer for Alberta to provide a disciplined and consistent approach to managing information assets across government. Its focus on information content and the use of information will enable the government to capitalize on the value of its information assets.
- ✓ Initiated a formal independent review of the Records Management Program resulting in a number of changes that will be made to improve the effectiveness and efficiency of the government-wide program.
- ✓ Maintained a Web site (www.gov.ab.ca/foip) to provide key information to both internal government staff and members of the public. In 2001-02, the Web site had 421,717 hits.
- ✓ Provided FOIP support to other government ministries, agencies, and local bodies regarding training on procedures and policies that meet the requirements of the FOIP *Act*. In 2001-02, 489 participants attended 29 courses.
- ✓ Completed a needs assessment of the FOIP training program and identified enhancements which will be incorporated into future FOIP training.
- ✓ Maintained a help desk to assist individuals who have a specific or technical question about the application of the FOIP *Act*. In 2001-02, the Ministry received an average of 140 calls per month.

Annual Report on FOIP

In accordance with the legislation, the Ministry publishes a comprehensive annual report on FOIP activities. Readers who are interested in learning more about the administration and application of FOIP legislation in Alberta, or who wish to obtain specific statistics, are encouraged to preview these annual reports.

The annual reports are available at **www.gov.ab.ca/foip.**

2001-02 Activities – Effective Access to Information and Protection of Privacy

- ✓ Completed an extensive update to the Freedom of Information and Protection of Privacy Guidelines and Practices publication reflecting Revised Statutes of Alberta (RSA 2000) changes. This update also included all of the recent amendments to the FOIP *Act* and Information and Privacy Commissioner's Orders released to March 1, 2002, in draft form. This ensures that legislation used to support services to Albertans is relevant and effective.
- ✓ Provided support to the second legislated review of the FOIP *Act* which commenced with the establishment of the Select Special FOIP *Act* Review Committee. This all-party committee of the Legislative Assembly of Alberta was mandated to seek public input and make recommendations on any needed changes to the FOIP legislation.
- ✓ Developed the draft Information Management Framework in partnership with the Chief Information Officer for Alberta to provide a disciplined and consistent approach to managing information assets across government. Its focus on information content and the use of information will enable the government to capitalize on the value of its information assets.
- ✓ Initiated a formal independent review of the Records Management Program resulting in a number of changes that will be made to improve the effectiveness and efficiency of the government-wide program.
- ✓ Maintained a Web site (www.gov.ab.ca/foip) to provide key information to both internal government staff and members of the public. In 2001-02, the Web site had 421,717 hits.
- ✓ Provided FOIP support to other government ministries, agencies, and local bodies regarding training on procedures and policies that meet the requirements of the FOIP *Act*. In 2001-02, 489 participants attended 29 courses.
- ✓ Completed a needs assessment of the FOIP training program and identified enhancements which will be incorporated into future FOIP training.
- ✓ Maintained a help desk to assist individuals who have a specific or technical question about the application of the FOIP *Act*. In 2001-02, the Ministry received an average of 140 calls per month.

Annual Report on FOIP

In accordance with the legislation, the Ministry publishes a comprehensive annual report on FOIP activities. Readers who are interested in learning more about the administration and application of FOIP legislation in Alberta, or who wish to obtain specific statistics, are encouraged to preview these annual reports.

The annual reports are available at **www.gov.ab.ca/foip.**

2001-02 Performance Measures – Effective Access to Information and Protection of Privacy

Percentage of FOIP Requests Completed Within 60 Days

This measure tracks the compliance of government public bodies to the access provisions of the FOIP Act, as measured by the percentage of FOIP requests completed within legislative guidelines. The target is 95 per cent of requests completed within 60 days.

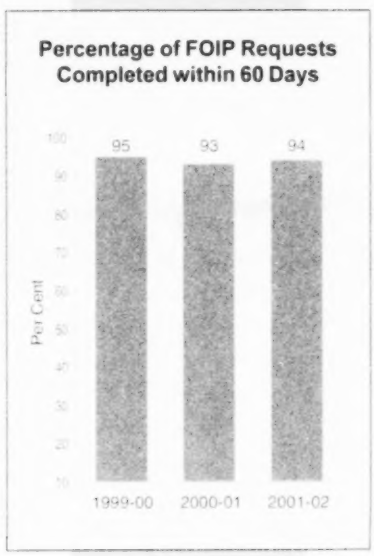
Source/Methodology and Results

All 78 public bodies, including ministries, Executive Council, Legislative Assembly Office, Office of the Auditor General, the Ombudsman, the Chief Electoral Officer, the Ethics Commissioner, the Information and Privacy Commissioner and agencies, boards, and commissions designated in the FOIP Regulation submitted a quarterly statistical report of their FOIP requests for 2001-02.

The public bodies track FOIP requests manually, or use the FOIP Request Tracking System. Alberta Government Services verifies the quarterly statistical reports to ensure that the reports balance and are consistent with the previously submitted reports.

The number of requests reported as completed in "30 days or under" and "31 to 60 days" are combined and reported against the total number of requests completed.

As can be seen in the exhibit at right, **94 per cent (key performance measure)** of all FOIP requests were completed within 60 days.

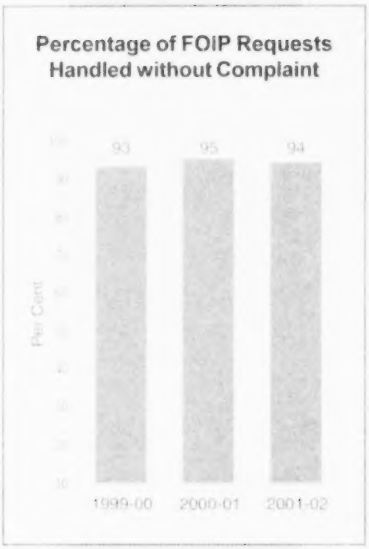


Analysis

Public bodies continue to turn around a high volume of FOIP requests within a short time frame, despite an overall increase of 2 per cent in volumes received (from 2,161 requests in 2000-01 to 2,205 in 2001-02). The support and advice received from Alberta Government Services has helped them become more effective in processing requests. This, in turn, ensures that Albertans continue to have timely and effective access to government information.

Percentage of FOIP Requests Handled Without Complaint

The purpose of this measure is to assess how successful public bodies are in administering the FOIP Act without receiving complaints from the public. The target is 95 per cent of requests handled without complaint.



Source/Methodology and Results

The Office of the Information Privacy Commissioner uses a tracking system to log all complaints that are investigated by the Commissioner's Office under sections 65 and 53(2) of the FOIP Act. These are added up at year end, and reported against the total number of FOIP requests received by all public bodies.

In 2001-02, **94 per cent (key performance measure)** of all FOIP requests were handled without complaint to the Office of the Information Privacy Commissioner.

Analysis

The high rate of satisfaction, as evidenced by the large proportion of FOIP requests that are processed without complaint, is a testament to the training and support that the Ministry provides to government staff. Through enhanced training on administering FOIP requests, participating staff have become more effective at meeting client needs and expectations. Again, this reaffirms the level of openness and transparency that Albertans can expect from their government.

Delivery of Support Services through Alberta Corporate Service Centre

Goal 6: First class support services delivered to the Government of Alberta.

Core Business

Overview

At the start of 2001-02, Alberta Government Services was assigned the responsibility for the Alberta Corporate Service Centre (ACSC) as part of a government-wide restructuring.

ACSC, which began its first full year of operations in 2001-02, is the provincial government's shared services model for the delivery of finance, information technology, human resources and administration transactional services. The following values and principles reflect the efforts and outcomes for this initiative:

- **A premier model.** Developing a leading edge organization. ACSC is one of the most ambitious undertakings of its kind anywhere.
- **Corporate culture.** There is real value in having ministries jointly address and capitalize on corporate opportunities. ACSC sets the stage for moving in this direction. Part of this culture will also be a strong shift towards higher levels of excellence in customer service.
- **Cost savings.** Reduced duplication and overlap, increased consistency in service delivery approaches and streamlined processes have proven to result in significant cost savings.
- **Reinvestment opportunities.** A commitment was made to reinvest savings into priority programs for Albertans.
- **Service delivery efficiencies.** Consolidation will contribute to service delivery efficiencies; however, radically rethinking and redesigning how business is done will significantly improve efficiencies.
- **Business partnerships.** The more the government understands about who and what it takes to provide support services, the better it can work with industry partners to make the best use of available resources.
- **Innovation.** This initiative creates a tremendous window of opportunity to develop and/or apply additional best practices. This philosophy will lead to a culture of continuous improvement.

This core business is quite unique in that its expenditures are charged directly back to each ministry based on the costs incurred in meeting identified service requirements. Therefore, expenditures depend directly upon the needs of the ministries and the level of services they require and agree to fund. Due to the size and scope of ACSC, this core business accounted for 73.8 per cent ($141.0 million) of the 2001-02 Alberta Government Services' expenditures.

2001-02 Activities

Maintaining Service Levels During Transition

- ✓ Refined ministry-specific and cross-government business needs and service expectations, and collected service benchmarks and baseline data.
- ✓ Implemented a corporate information system, which gathers resource requirements and expenditures for delivering products and services.
- ✓ Published a customer reference guide and a product and service directory, so that customers know what services are offered by ACSC.
- ✓ Established a corporate organization to provide the direction and guidance for ACSC. This includes developing a financial accounting and performance reporting structure.
- ✓ Assumed responsibility for two major, cross-government financial initiatives. One was ExClaim, which is an on-line application that has streamlined and automated the processing of expense claims. Another is EPS (Electronic Payment Service) which has streamlined payments for common, system-wide vendor services (e.g., telephone bills).
- ✓ Processed various finance, information technology, human resource and administration transactions for the entire provincial government. To appreciate the size of the ACSC initiative, consider some of the following statistics on its transaction volumes:

Finance

- Processed approximately 372,000 invoices.
- Generated over 75,400 accounts receivable invoices.
- Processed 7,326 expense claims through the ExClaim system which amounted to over $2.4 million in five months alone (October 30, 2001 to March 31, 2002).
- Completed 28,400 journal vouchers.

Information Technology

- Responded to over 205,300 calls to the Distributing Computing Help Desk.
- Provided over 32,100 desktop transactions (installs, moves, adds, and/or changes).
- Provided over 2,700 employees with information technology training.

Human Resources

- Produced approximately 227,200 salary paychecks.
- Processed over 5,800 terminations (Note: "termination" refers to leaving the Government of Alberta).
- Conducted approximately 5,450 staffing activities (new competitions, appointments to positions and secondments).

Administration

- Processed over 3,000 invoices per month for copiers and facsimiles.
- Circulated over 89,000 library materials.
- Received over 41,500 items from other libraries on request.
- Completed over 42,500 reference and current awareness requests.
- Completed 30-40 accommodation initiatives to support the Government of Alberta reorganization plus individual ministry projects.

Best Practices/Service Excellence

✓ Completed four business cases for streamlining services:

- Commerce Place Service Centre – consolidation of finance, human resources and administration services for one large cluster of Ministries.
- Mail/copy centre rationalization.
- Co-location/consolidation of finance and pay and benefits services.
- Streamlining the reprographic fleet.

✓ Completed a cross-government survey and identified approximately 4,500 copiers and facsimiles in use by the provincial government. ACSC worked with ministries to centralize the management of these devices, clarify actual equipment, right size of ministry copiers and faxes, and reduce the overall number of devices. By the end of the fiscal year, ACSC reduced the volume of copiers and facsimiles by 9 per cent.

✓ Completed an extensive review of business processes. Approximately 93 per cent of processes have been reviewed. Recommendations have been made on 69 per cent of the processes of which 32 per cent have been approved and implemented. A strategic focus for ACSC is to continue to look for better ways of delivering services to its clients.

- ✓ Included in the extensive review were eight significant redesigns. One example is the non-management classification process. This initiative was designed to provide a standardized process for the entire non-management classification process as well as standardized reporting formats and clearly defined roles and responsibilities. Training is complete. The final report has been drafted and approved by the Executive Director. A post-implementation survey is planned for 2002-03.
- ✓ Investigated the integration/streamlining of services through 82 focus groups, consisting of 730 staff and customers.

Customer Confidence and Client Satisfaction

- ✓ Implemented the Customer Relationship Management (CRM) model, which was a major initiative that involved managing how the organization interacts with the customer.
- ✓ Developed a CRM team to work and develop relationships with 24 ministries plus the Public Affairs Bureau, Personnel Administration Office, Persons with Developmental Disabilities and the Legislative Assembly Office. In 2001-02, the CRM team was instrumental in:
  - Coordinating and negotiating 24 customer operating agreements.
  - Facilitating and resolving operating agreement variances and adjustments.
  - Gathering, analyzing and reporting on customer service inquiries and issues, including access to service, service delivery discrepancies, marketing of new and existing services and, when applicable, promoting ACSC Corporate operations.
- ✓ A survey of government departments found that 82 per cent state the CRM model was meeting their expectations (based on 17 respondents who could state an opinion).

Committed Employees

- ✓ Implemented a comprehensive employee communications program. This included developing an internal employee Web site that contains corporate information and resources. Also, an employee newsletter was developed to inform employees about the latest events and projects being initiated for the organization.
- ✓ Developed a training program for employees. This included training budgets, learning accounts, and access to on-line computer and business courses.
- ✓ 845 employees (82 per cent) completed customer relations training.
- ✓ Formed an employee committee to review recognition programs and investigate initiatives that will assist ACSC in developing a strong, corporate culture among employees.
- ✓ Established a networking/wellness team to develop an energetic, forward thinking and innovative program that responds to the needs and interests of employees.
- ✓ Developed employee performance and satisfaction measurement tools to reflect the organization's human resources development strategy.

2001-02 Performance Measures

Customer Satisfaction with Level and Quality of Service

A comprehensive customer satisfaction survey was conducted in June 2002; therefore, no results are available to present for this report.

Source/Methodology and Results

The results from the satisfaction survey will be included in the 2002-03 Annual Report.

Projected Gross Operating Savings are Achieved

The 2001-04 Business Plan identifies that ACSC will achieve gross operating savings of 10 per cent by 2001-02 fiscal year end. In other words, the baseline costs incurred by ministries to provide finance, information technology, human resource and administration services prior to ACSC would be reduced by 10 per cent. However, there are a number of inherent challenges in establishing the baseline cost.

Several significant changes have occurred that substantially alter the baseline cost. For example, there have been increases in some core services provided by the ACSC to the ministries. Adjustments have also been made to account for market increases and inflation. Finally, ACSC has taken on several, one-time, special projects for its clients that resulted in fluctuating costs from year to year. Given these issues, attempting to report the percentage of savings against the original baseline cost is problematic.

As a result, this performance measure is stated as the total dollar value of achieved savings. This approach is congruent with how the performance measure is now stated in the 2002-05 Business Plan.

Source/Methodology and Results

As at March 31, 2002, ACSC reported quantifiable cost savings of **$8.5 million (key performance measure)** relative to the re-deployment of 153.9 full time equivalents (FTEs) to ministry program areas. These FTEs were previously responsible for processing human resource, administration, finance, or information technology transactions. With the efficiencies gained by the

consolidation of service delivery under ACSC, these resources were freed up and available for redeployment to other activities. Consequently, ministries retained these staff and did not transfer them or the budgets to ACSC.

The count of 153.9 FTEs was reviewed by a third party accounting firm and ACSC subsequently continued to deliver services without these FTEs. This has been identified as an ongoing savings for ministries.

Analysis

In addition to the savings identified in the previous section, ACSC management is confident that a further benefit of $7.22 million was achieved by pursuing a shared services model. This was accomplished through bulk purchasing volume discounts, process improvements, e-business solutions, and general contract and staffing efficiencies through consolidation. These savings are difficult to accurately determine due to challenges in establishing definitive baseline costs, as these were not tracked by ministries prior to the shared services initiative.

The majority of these savings are ongoing, and provide ministries with an opportunity to invest more funding into delivering programs and services directly to Albertans. ACSC was initially designed to have the ability to pursue alternative methods of service delivery. Since then, however, the approach has been to deliver services within the public sector model. Although this has impacted the savings target, ACSC management is confident that additional savings are still possible. Maximizing savings given these restrictions, however, will be challenging without appropriate up-front resources to invest in significant re-engineering.

Percentage of Performance Targets in Service Agreements Met

Customer Service Agreements have been signed, and a directory of products and services has been created and approved by ministry clients. ACSC has been working with its clients to establish and monitor performance targets for each service. These targets will be outlined in 2002-03 Service Level Agreements.

Source/Methodology and Results

Performance against these targets will be reported in the 2002-03 Annual Report. Service Level Agreements will continue to evolve as services are further streamlined and standardized.

Percentage of Business Processes Reviewed and Re-Engineered

The target for this performance measure is that 50 per cent of ACSC's 180 business processes will be reviewed and re-engineered. In the context of this performance target, the term "re-engineering" is used generically to recognize re-engineering, streamlining and standardization.

Re-engineering of business processes has been achieved through the implementation of corporate initiatives such as AGent, Electronic Payment System (EPS), ExClaim and information technology standards. Furthermore, ACSC has conducted thorough reviews of specific business processes used to serve their clients and searched for ways to optimize benefits with limited investment requirements.

Source/Methodology and Results

ACSC maintains a comprehensive inventory of the various business processes that are used to deliver finance, information technology, human resources and administration services to ministries. As part of the review, research is conducted to identify opportunities to improve processes or use technology to achieve greater efficiencies. Alternatives and recommendations for implementation of the redesigned process are forwarded for approval to the appropriate individual or committee. ACSC has implemented process improvements wherever possible within its operations. Several significant business opportunities were investigated and recommendations presented; however, approval to proceed was not received prior to March 31, 2002.

Overall, ACSC has reviewed and recommended re-engineering for **69 per cent (key performance measure)** of the business processes. Of these, **32 per cent** of the re-engineered processes have been implemented.

Analysis

Reviewing business processes and determining opportunities for efficiencies is a strategic initiative that ACSC is pursuing to bring cost savings to ministries. By achieving efficiencies and subsequent cost savings through these exercises, ministries will have more funds to concentrate on delivering programs directly to Albertans. However, as mentioned in the cost savings section, significant progress depends on availability of resources to pursue new efficiencies.

Forward Looking Information

Since its formation in May 1999, the Ministry has been extremely successful in providing Albertans with the high level of service that they expect. As it moves forward, Alberta Government Services has identified the following opportunities to build on its commitment to service excellence.

- **Preparing systems for the future.** The renewal of the Ministry's existing systems for the Personal Property, Land Titles and Motor Vehicles registries remains a significant priority for the Ministry. These systems serve as the foundation for one of Alberta Government Services' core businesses and are essential to ensuring the Ministry continues to address high service volumes while meeting client expectations. These systems also support numerous programs and services provided by other ministries, municipalities and law enforcement agencies. Funding has been secured and the multi-year renewal process will commence in 2002-03.

- **Increasing need for security.** As the Ministry responsible for the FOIP Act, registries and the provision of key identification for Albertans (e.g. driver's licence), Alberta Government Services is well acquainted with privacy and security concerns. Since September 11th, public and media attention has been riveted on issues of identity theft and the security measures needed to prevent it. However, a balanced approach must be taken to ensure that public interests are protected (i.e. driver's licences are not subject to misuse by criminals), while at the same time acceptable levels of privacy are maintained. The Ministry will continue to play a key role in working with the province's Ministerial Task Force on Security to come up with solutions to meet the province's needs.

- **Leading major cross-ministry initiatives.** The Ministry is responsible for leading two key administrative initiatives on behalf of the provincial government: Service Alberta (formerly known as Alberta One Window) and the Alberta Corporate Service Centre. Both initiatives are leading change in government as they break new ground and continue to evolve and grow. Providing the necessary support and securing appropriate resources for these two initiatives will continue to be an ongoing focus for the Ministry.

- **Preparing for legislative changes.** Significant changes are anticipated in several of the Ministry's acts and regulations during the upcoming year. Adequate consultation with both individuals and businesses will be paramount in ensuring that private sector privacy legislation and amendments to the FOIP Act and the *Business Corporations Act* support the interests of all Albertans.

Financial Statements

Ministry of
Government Services

March 31, 2002

Auditor's Report

Statement of Operations

Statement of Financial Position

Statement of Changes in Financial Position

Notes to the Financial Statements

Schedule of Revenues

Schedule of Dedicated Revenue Initiatives

Schedule of Expenses—Directly Incurred Detailed by Object

Schedule of Budget

Schedule of Comparison of Expenses—Directly Incurred and Capital Investments by Element to Authorized Budget

Schedule of Salary and Benefits

Schedule of Related Party Transactions

Schedule of Allocated Costs

AUDITOR'S REPORT

AUDITOR GENERAL
Alberta

To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Government Services as at March 31, 2002 and the statements of operations and changes in financial position for the year then ended. These financial statements are the responsibility of the management of the Ministry. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Ministry is required to follow the corporate government accounting policies and reporting practices established by Alberta Finance, including the following policy that is an exception from Canadian generally accepted accounting principles. Capital assets purchased with a cost of under $15,000 are expensed in the year acquired rather than being capitalized and amortized over their useful lives. Consequently, a significant amount of resources available to the Ministry have been recorded as if they have been consumed. In my opinion, capital assets of approximately $944,000 should be recognized as assets in the accompanying statement of financial position. The effect of this understatement of assets is to understate expenses for the year ended March 31, 2002 by $523,000.

In my opinion, except for the effects of the matter discussed in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2002 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

I also report that the Ministry used part of an approved increase in its dedicated revenues to incur expenses in the normal course of business of the Alberta Corporate Service Centre. However, as these increased dedicated revenues were internally generated from other ministries, I believe that the Treasury Board's approval of them was invalid. As a consequence, the Ministry spent $9,290,000 without the authority of the *Appropriation Act, 2001*.

Fred J. Dunn
CA
Auditor General

Edmonton, Alberta
May 23, 2002

MINISTRY OF GOVERNMENT SERVICES
STATEMENT OF OPERATIONS
Year ended March 31, 2002
(thousands of dollars)

	2002		2001
	Budget (Schedule 4)	Actual	Actual
Revenues (Schedules 1 and 2)			
Fees and licences	$ 255,178	$ 266,326	$ 254,253
Other revenue	129,818	141,135	2,277
	384,996	407,461	256,530
Expenses - Directly incurred (Note 2b and Schedule 8)			
Voted (Schedules 3, 5 and 8)			
Ministry Support Services	20,146	20,451	18,564
Licensing, Registry and Consumer Services	28,413	28,132	29,098
Service Alberta (*formerly Alberta One Window Gateway*)	509	496	601
Government Support Services	2,007	1,808	2,030
Alberta Corporate Service Centre	129,587	139,734	1,997
	180,662	190,621	52,290
Statutory (Schedules 3 and 5)			
Personal property security judgements	25	-	-
Registrar's assurance liabilities	150	6	71
	175	6	71
Valuation adjustments			
Provision (recovery) for doubtful accounts	10	70	(22)
Provision for vacation pay	215	229	564
	225	299	542
Total expenses	181,062	190,926	52,903
Net operating results	$ 203,934	$ 216,535	$ 203,627

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF GOVERNMENT SERVICES
STATEMENT OF FINANCIAL POSITION
March 31, 2002
(thousands of dollars)

	2002	2001
ASSETS		
Cash	$ 47,549	$ 48,818
Accounts receivable (Note 4)	8,609	5,779
Capital assets (Note 6)	6,465	3,986
	$ 62,623	$ 58,583
LIABILITIES		
Accounts payable and accrued liabilities (Note 7)	$ 32,609	$ 19,376
Unearned revenue	123,104	123,554
	155,713	142,930
NET LIABILITIES		
Net liabilities at beginning of year (Note 3)	(84,347)	(91,059)
Net operating results	216,535	203,627
Net transfer to general revenues	(225,278)	(196,915)
Net liabilities at end of year	(93,090)	(84,347)
	$ 62,623	$ 58,583

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF GOVERNMENT SERVICES
STATEMENT OF CHANGES IN FINANCIAL POSITION
Year ended March 31, 2002
(thousands of dollars)

	2002	2001
Operating transactions		
Net operating results	$ 216,535	$ 203,627
Non-cash items		
Amortization	3,456	1,923
Valuation adjustments	299	542
	220,290	206,092
Increase in accounts receivable	(2,900)	(773)
Increase in accounts payable and accrued liabilities	13,004	1,023
Decrease in unearned revenue	(450)	(2,132)
Cash provided by operating transactions	229,944	204,210
Investing transactions		
Purchase of capital assets (Schedule 5)	(4)	(1,450)
Transfer of capital assets	(5,931)	-
Cash used for investing transactions	(5,935)	(1,450)
Financing transactions		
Net transfer to general revenues	(225,278)	(196,915)
Net cash provided (used)	(1,269)	5,845
Cash at beginning of year	48,818	42,973
Cash at end of year	$ 47,549	$ 48,818

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF GOVERNMENT SERVICES
NOTES TO THE FINANCIAL STATEMENTS
Year ended March 31, 2002

Note 1 **Authority and Purpose**

The Ministry of Government Services operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Ministry promotes consumer awareness and protection, provides quality registration and licensing services, leads the Service Alberta initiative (formerly Alberta One Window Gateway) to government services, supports the Alberta Corporate Service Centre and enhances access to information and protection of privacy for Albertans.

Note 2 **Summary of Significant Accounting Policies and Reporting Practices**

These financial statements are prepared in accordance with the following accounting policies that have been established by government for all ministries. The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. Recommendations of the Accounting Standards Board of the Canadian Institute of Chartered Accountants, other authoritative pronouncements, accounting literature, and published financial statements relating to either the public sector or analogous situations in the private sector are used to supplement the recommendations of the Public Sector Accounting Board where it is considered appropriate.

(a) Reporting Entity

All ministries of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance. All cash receipts of ministries are deposited into the Fund and all cash disbursements made by ministries are paid from the Fund. Net transfer to/from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual method of accounting. Cash received for which goods or services have not been provided by year end is recorded as unearned revenue.

Dedicated Revenue

Dedicated revenue initiatives provide a basis for authorizing spending. Dedicated revenues must be shown as credits or recoveries in the details of the Government Estimates for a supply vote. If actual dedicated revenues are less than budget and total voted expenses are not reduced by an amount sufficient to cover the deficiency in dedicated revenues, the following year's voted expenses are encumbered. If actual dedicated revenues exceed budget, the Ministry may, with the approval of the Treasury Board, use the excess revenue to fund additional expenses on the program. Schedule 2 discloses information on the Ministry's dedicated revenue initiatives.

Note 2 **Summary of Significant Accounting Policies and Reporting Practices (continued)**

(b) Basis of Financial Reporting (continued)

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the government's budget documents.

Directly incurred expenses include:

- amortization of capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.

Incurred by Others

Expenses incurred by other entities in support of the Ministry's operations are disclosed in Schedule 8.

Assets

Financial assets of the Ministry are limited to financial claims such as advances to and receivables from other organizations, employees and other individuals.

Assets acquired by right are not included. Capital assets of the Ministry are recorded at historical cost and are amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is $100,000 and the threshold for all other capital assets is $15,000.

Liabilities

Liabilities represent all financial claims payable by the Ministry at fiscal year end.

Net Liabilities

Net liabilities represents the difference between the value of the assets held by the Ministry and its liabilities.

Note 3 **Government Restructuring**

(thousands of dollars)

As a result of government restructuring announced on March 15, 2001, there were the following changes and responsibilities of the Ministry:

- Records Management (Innovation and Science)
- Information Management and Protection of Privacy (Municipal Affairs)
- Alberta Corporate Service Centre (Executive Council)

Comparatives for 2001 have been restated as if the Ministry had always been assigned its current responsibilities.

Net liabilities as previously reported at March 31, 2000	$ (90,736)
Transfer from the Department of Innovation and Science	(153)
Transfer from the Department of Municipal Affairs	(170)
Net liabilities as restated at April 1, 2000	$ (91,059)

Note 4 **Accounts Receivable**

(thousands of dollars)

	2002			2001
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Accounts receivable	$ 8,725	$ (116)	$ 8,609	$ 5,779

Accounts receivable are unsecured and non-interest bearing. The accounts receivable amount includes $1,937 (2001 -$0) to be received from other government departments and $2 (2001 - $3) for advances.

Note 5 **Valuation of Financial Assets and Liabilities**

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of accounts receivable, advances, accounts payable and accrued liabilities and unearned revenues are estimated to approximate their book values.

Note 6 **Capital Assets**

(thousands of dollars)

		2002			2001
	Estimated Useful Life	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Equipment	3-10 years	$ 2,469	$ (1,964)	$ 505	$ 414
Computer hardware and software	3-5 years	52,161	(46,201)	5,960	3,572
		$ 54,630	$ (48,165)	$ 6,465	$ 3,986

- Equipment includes phone systems.
- Computer hardware and software includes Government of Alberta Data Centre assets.

Note 7 **Accounts Payable**

(thousands of dollars)

Accounts Payable includes funds collected on behalf and payable to the Ministry of Justice in the amount of $3,931 (2001 - $3,964).

Note 8 **Commitments**

(thousands of dollars)

At March 31, 2002, the Ministry has the following commitments:

	2002	2001
Service contracts	$ 57,531	$ 39,294

Note 9 **Contingencies**

(thousands of dollars)

At March 31, 2002, the Ministry is a defendant in six legal claims amounting to $3,722 (2001 – four legal claims amounting to $10,949).

The resulting loss, if any, from these claims cannot be determined.

Note 10 **Trust Funds Under Administration**

(thousands of dollars)

The Ministry administers trust funds that are regulated funds consisting of public money over which the Legislature has no power of appropriation. Because the Province has no equity in the funds and administers them for the purposes of various trusts, they are not included in the Ministry's financial statements.

As at March 31, 2002, trust funds under administration were as follows:

	2002	2001
Collection Practices Trust Account	$ 36	$ 39
Miscellaneous Trust Funds	161	177
	$ 197	$ 216

Note 11 **Defined Benefit Plans**

(thousands of dollars)

The Ministry participates in the multiemployer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multiemployer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $3,347 for the year ended March 31, 2002 (2001 - $1,055 for the Department of Government Services only).

At December 31, 2001, the Management Employees Pension Plan reported a surplus of $5,338 (2000 - $170,858) and the Public Service Pension Plan reported a surplus of $320,487 (2000 - $635,084). At December 31, 2001, the Supplementary Retirement Plan for Public Service Managers had a deficiency of $399 (2000 – surplus of $180).

The Ministry also participates in two multiemployer Long Term Disability Income Continuance Plans. At March 31, 2002, the Bargaining Unit Plan reported an actuarial deficiency of $8,646 (2001 - $12,710) and the Management, Opted Out and Excluded Plan an actuarial deficiency of $2,656 (2001 - $4,583). The expense for these two plans is limited to employer's annual contributions for the year.

Note 12 **Comparative Figures**

Certain 2001 figures have been reclassified to conform to the 2002 presentation.

Note 13 **Subsequent Events**

(thousands of dollars)

As per O.C. 224/2002, approved May 15, 2002, the Supply Management Branch of Alberta Infrastructure was transferred to Government Services. The Supply Management Branch is responsible for providing for acquisition of government supplies and disposition of government surplus supplies and for central delivery and courier services, including postage. The transfer includes 75 full time equivalents and an estimate of $9,360.

Note 14 **Approval of Financial Statements**

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

Schedule 1

MINISTRY OF GOVERNMENT SERVICES
SCHEDULE OF REVENUES
Year ended March 31, 2002
(thousands of dollars)

	2002 Budget	2002 Actual	2001 Actual
Fees and licences			
Land titles	$ 30,792	$ 33,930	$ 30,284
Motor vehicles	207,813	215,145	207,547
Business Corporations Act	4,493	4,470	4,467
Personal property registry	4,393	4,659	4,335
Electronic gateway	3,600	4,011	3,590
Vital statistics	2,712	2,743	2,674
Marriage licences	763	722	735
Licensing of businesses and trades	354	359	341
Name changes	258	243	238
Other	-	44	42
	255,178	266,326	254,253
Other revenue			
Alberta Corporate Service Centre	129,587	140,777	1,997
Refunds of expenditure	-	146	94
Miscellaneous	231	212	186
	129,818	141,135	2,277
	$ 384,996	$ 407,461	$ 256,530

MINISTRY OF GOVERNMENT SERVICES
SCHEDULE OF DEDICATED REVENUE INITIATIVES
Year ended March 31, 2002
(thousands of dollars)

Schedule 2

	2002		
	Authorized Dedicated Revenues	Actual Dedicated Revenues	(Shortfall) / Excess
Registries' one part licences	$ 2,943	$ 2,548	$ (395)
Alberta Corporate Service Centre	147,271	140,777	(6,494)
	$ 150,214	$ 143,325	$ (6,889) [1]

Registries' one part licences

The revenue generated from motor vehicle administration fees covers the associated costs on a 100 per cent matching basis. This dedicated revenue initiative ended on January 31, 2002.

Alberta Corporate Service Centre

Ministries are charged for the management and administrative costs of the shared services delivery model. Revenue reported is net of Government Services' departmental portion in the amount of $10,061.

Revenue for each initiative is included in the revenue as reported in Schedule 1 and in the Statement of Operations. Registries' one part licences are included in the Motor Vehicle revenue and Alberta Corporate Service Centre is included under Other revenue.

[1] Shortfall is deducted from current year's authorized budget, as disclosed in Schedules 4 and 5 to the financial statements.

MINISTRY OF GOVERNMENT SERVICES

SCHEDULE OF EXPENSES — DIRECTLY INCURRED DETAILED BY OBJECT

Schedule 3

Year ended March 31, 2002

(thousands of dollars)

	2002		2001
	Budget	Actual	Actual
Voted			
Salaries, wages and employee benefits	$ 93,393	$ 77,520	$ 21,249
Supplies and services	82,465	109,568	28,955
Grants	-	-	100
Other	67	77	63
Amortization of capital assets	4,737	3,456	1,923
Total voted expenses	$ 180,662	$190,621	$ 52,290
Statutory			
Personal property security judgements	$ 25	$ -	$ -
Registrar's assurance liabilities	150	6	71
Provision for doubtful accounts	10	70	(22)
Provision for vacation pay	215	229	564
	$ 400	$ 305	$ 613

MINISTRY OF GOVERNMENT SERVICES

SCHEDULE OF BUDGET

Year ended March 31, 2002

(thousands of dollars)

Schedule 4

	2001-02 Estimates	Adjustment [a]	2001-02 Budget	Authorized Supplementary [b]	2001-02 Authorized Budget
Revenues					
Fees and licences	$ 255,178	$ -	$ 255,178	$ -	$ 255,178
Other revenue	129,818	-	129,818	17,684	147,502
	384,996	-	384,996	17,684	402,680
Expenses – Directly incurred					
Voted					
Ministry Support Services	20,146	-	20,146	-	20,146
Licensing, Registry and Consumer Services	28,413	(395)	28,018	-	28,018
Service Alberta *(formerly Alberta One Window Gateway)*	509	-	509	-	509
Government Support Services	2,007	-	2,007	-	2,007
Alberta Corporate Service Centre	129,587	(6,494)	123,093	17,684	140,777
	180,662	(6,889)	173,773	17,684	191,457
Statutory					
Personal property security judgements	25	-	25	-	25
Registrar's assurance liabilities	150	-	150	-	150
Provision for doubtful accounts	10	-	10	-	10
Provision for vacation pay	215	-	215	-	215
	400	-	400	-	400
Total expenses	181,062	(6,889)	174,173	17,684	191,857
Net operating results	$ 203,934	$ 6,889	$ 210,823	$ -	$ 210,823
Capital investment	$ 673	$ -	$ 673	$ -	$ 673

(a) As dedicated revenues (Schedule 2) were less than the budget, program spending estimates were encumbered. The encumbrance reduced the budgeted amount for voted expenses in the current year.

(b) Treasury Board Minute No. 03/2002 was approved on January 28, 2002 , pursuant to section 24(2) of the *Financial Administration Act* (for net budgeted initiatives).

Schedule 5

MINISTRY OF GOVERNMENT SERVICES
SCHEDULE OF COMPARISON OF EXPENSES — DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET
Year ended March 31, 2002
(thousands of dollars)

	2001-02 Estimates	Adjustments [1]	2001-02 Budget	Authorized Supplementary [2]	2001-02 Authorized Budget	2001-02 Actual Expenses [3]	Unexpended (Over Expended)
Voted expenses							
Ministry Support Services							
Minister's office	$ 354	$ -	$ 354	-	$ 354	$ 292	$ 62
Deputy Minister's office	342	-	342	-	342	375	(33)
Business and Financial Services *(formerly Finance and Administration)*	2,051	-	2,051	-	2,051	1,915	136
Information Technology							
- Operating expense	7,393	-	7,393	-	7,393	7,080	313
- Capital investment	-	-	-	-	-	4	(4)
Communications	217	-	217	-	217	219	(2)
Human Resource Services	538	-	538	-	538	435	103
Legal Services	113	-	113	-	113	79	34
Shared services	9,138	-	9,138	-	9,138	10,056	(918)
	20,146	-	20,146	-	20,146	20,455	(309)
Licensing, Registry and Consumer Services							
Registrar's office	195	-	195	-	195	205	(10)
Registry services							
- Operating expense	12,522	(395)	12,127	-	12,127	12,795	(668)
- Capital investment	273	-	273	-	273	-	273
Land titles services							
- Operating expense	7,081	-	7,081	-	7,081	7,048	33
- Capital investment	350	-	350	-	350	-	350
Consumer services							
- Operating expense	4,765	-	4,765	-	4,765	4,712	53
- Capital investment	50	-	50	-	50	-	50
Policy, legislation and research	2,467	-	2,467	-	2,467	2,263	204
Call centres	1,183	-	1,183	-	1,183	1,109	74
Registries information systems	200	-	200	-	200	-	200
	29,086	(395)	28,691	-	28,691	28,132	559
Service Alberta *(formerly Alberta One Window Gateway)*							
Program management office	509	-	509	-	509	496	13
Operations, research and development initiatives	-	-	-	-	-	-	-
	509	-	509	-	509	496	13

(cont'd)

MINISTRY OF GOVERNMENT SERVICES

SCHEDULE OF COMPARISON OF EXPENSES — DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET

Schedule 5

Year ended March 31, 2002

(thousands of dollars)

(cont'd)

	2001-02 Estimates	Adjustments [a]	2001-02 Budget	Authorized Supplementary [b]	2001-02 Authorized Budget	2001-02 Actual Expenses [c]	Unexpended (Over Expended)
Government Support Services							
Regulatory Review Secretariat	161	-	161	-	161	133	28
Information Management, Access and Privacy *(formerly Information Management and Freedom of Information)*	1,846	-	1,846	-	1,846	1,675	171
	2,007	-	2,007	-	2,007	1,808	199
Alberta Corporate Service Centre							
Management and administration	4,525	-	4,525	-	4,525	3,830	695
Shared support services	125,062	(6,494)	118,568	17,684	136,252	135,904	348
	129,587	(6,494)	123,093	17,684	140,777	139,734	1,043
Total voted expenses	$ 181,335	(6,889)	$ 174,446	$ 17,684	$ 192,130	$ 190,625	$ 1,505
Program operating expense	$ 180,662	(6,889)	$ 173,773	$ 17,684	$ 191,457	$ 190,621	$ 836
Program capital investment	673	-	673	-	673	4	669
Total voted expenses	$ 181,335	(6,889)	$ 174,446	$ 17,684	$ 192,130	$ 190,625	$ 1,505
Statutory expenses							
Personal property security judgements	$ 25	$ -	$ 25	$ -	$ 25	$ -	$ 25
Registrar's assurance liabilities	150	-	150	-	150	6	144
Provision for doubtful accounts	10	-	10	-	10	70	(60)
Provision for vacation pay	215	-	215	-	215	229	(14)
	$ 400	$ -	$ 400	$ -	$ 400	$ 305	$ 95

(a) As dedicated revenues (Schedule 2) were less than the budget, program spending estimates were encumbered. The encumbrance reduced the budgeted amount for voted expenses in the current year.

(b) Treasury Board Minute No. 03/2002 was approved on January 28, 2002, pursuant to section 24(2) of the Financial Administration Act (for net budgeted initiatives).

(c) Includes achievement bonuses amounting to $128 to its management and opted out employees. This amount has been allocated to relevant programs.

MINISTRY OF GOVERNMENT SERVICES

SCHEDULE OF SALARY AND BENEFITS

Schedule 6

Year ended March 31, 2002

	2002			2001
	Salary [1]	Benefits and Allowances [2]	Total	Total
Senior Officials				
Deputy Minister [4]	$ 157,108	$ 45,471	$ 202,579	$ 203,904
Executives				
Assistant Deputy Minister Licensing, Registry and Consumer Services	116,056	27,542	143,598	126,312
Managing Director, Service Alberta *(formerly Alberta One Window Gateway)* [3]	116,056	28,667	144,723	23,510
Executive Director, Information Technology	92,693	16,177	108,870	107,781
Senior Financial Officer	98,392	19,445	117,837	90,844
Executive Director, Human Resource Services [5][6]	97,240	38,759	135,999	118,018
Executive Director, Information Management, Access and Privacy [7] *(formerly Information Management and Freedom of Information)*	99,797	20,594	120,391	-
Chief Executive Officer, Alberta Corporate Service Centre	139,876	38,875	178,751	151,295

Total salary and benefits relating to a position are disclosed.

(1) Salary includes regular base pay, bonuses, overtime and lump sum payments.

(2) Benefits and allowances include the government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long term disability plans, WCB premiums, professional memberships and tuition fees.

(3) Automobile provided, no dollar amount included in benefits and allowances figures.

(4) This was a new position effective February 1, 2001. Prior year is only for February and March 2001.

(5) The incumbent's services are shared with the Department of Municipal Affairs, which contributes its own share of the cost of salary and benefits. The full salary and benefits are disclosed in this schedule. Government Services' share is 50% excluding achievement bonus and vacation payout, which are covered by the Department of Municipal Affairs.

(6) Benefits and allowances include vacation payments to Executive Director, Human Resource Services $21,208 (2001 - $Nil).

(7) This is a new position as a result of government restructuring effective April 1, 2001.

MINISTRY OF GOVERNMENT SERVICES
SCHEDULE OF RELATED PARTY TRANSACTIONS
Year ended March 31, 2002
(thousands of dollars)

Schedule 7

Related parties are those entities consolidated or accounted for on a modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for permits, licences and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry had the following transactions with related parties recorded at the amount of consideration agreed upon between the related parties:

	Other Entities	
	2002	2001
Revenue		
Alberta Corporate Service Centre billings to other departments	$ 140,777	$ 1,997
Expenses – Directly incurred		
Supplies and services	$ 100	$ 901
Transfer of capital assets		
from Alberta Innovation and Science	$ (5,759)	$ -
from Alberta Health and Wellness	(123)	-
from Alberta Agriculture	(55)	-
to Alberta Innovation and Science	6	-
	$ (5,931)	$ -

During the year, the Ministry collected $49,578 (2001 - $55,722) on behalf of the Ministries of Transportation and Justice. Of this amount, the Ministry of Justice reports $30,406 (2001 - $25,549) as trust funds under administration.

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements and are disclosed in Schedule 8.

	Other Government Entities	
	2002	2001
Expenses – Incurred by others		
Accommodation	$ 7,466	$ 2,838
Legal services	381	400
	$ 7,847	$ 3,238

Schedule 8

MINISTRY OF GOVERNMENT SERVICES
SCHEDULE OF ALLOCATED COSTS
Year ended March 31, 2002
(thousands of dollars)

	2002						2001
		Expenses - Incurred by Others		Valuation Adjustments [4]			
Program	Expenses [1]	Accommodation Costs [2]	Legal Services [3]	Vacation Pay	Doubtful Accounts	Total Expenses	Total Expenses
Ministry Support Services	$ 20,451	$ 520	$ 25	$ 24	$ -	$ 21,020	$ 19,118
Licensing, Registry and Consumer Services	28,132	2,353	292	(269)	70	30,578	31,764
Service Alberta *(formerly Alberta One Window Gateway)*	496	71	1	15	-	583	601
Government Support Services	1,808	151	46	(34)	-	1,971	2,392
Alberta Corporate Service Centre	139,734	4,371	17	493	-	144,615	2,211
Registrar's assurance liabilities	6	-	-	-	-	6	71
	$ 190,627	$ 7,466	$ 381	$ 229	$ 70	$ 198,773	$ 56,157

1) Expenses - Directly Incurred as per Statement of Operations, excluding Valuation Adjustments.

2) Costs shown for Accommodation are allocated by square footage.

3) Costs shown for Legal Services are allocated by estimated costs incurred by each program.

4) Valuation Adjustments as per Statement of Operations. Vacation pay and doubtful accounts provisions included in Valuation Adjustments were allocated as follows:

- Vacation pay - allocated to the program by employee.

- Doubtful accounts - estimated allocation to program.

Other Financial Information

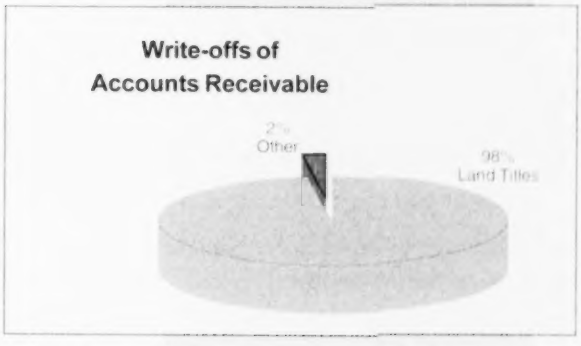
Ministry of Government Services

Write-offs of Accounts Receivable

For the Year Ended March 31, 2002

Unaudited

The following statement has been prepared pursuant to section 23 of the *Financial Administration Act*. During 2001-02, there were 27 accounts receivable that were written-off, totaling $24,000. As can be seen in the following exhibit, 98 per cent ($23,500) related to Land Titles receivables, while the other 2 per cent were associated with Motor Vehicles ($300), Personal Property Securities ($100), and *Business Corporation Act* ($100).



Acts Administered by Alberta Government Services

The Ministry is responsible for a wide array of acts that have a direct impact on the quality of life and the health of the business climate in Alberta. Below is a list of all acts administered by Alberta Government Services. Visit Alberta Government Services' Web site (www.gov.ab.ca/gs) to review these acts and their regulations in more detail, or contact the Ministry by phone (1-877-427-4088) or e-mail (government.services@gov.ab.ca).

Act	Description
Agricultural and Recreational Land Ownership Act	Prevents non-Canadians from buying significant amounts of prime agricultural and recreational land. However, the act does not discourage non-Canadian investors who wish to invest in or build new manufacturing plants, processing operations, recreational developments or home subdivisions, or expand existing developments.
Business Corporations Act	Allows businesses to incorporate a company, register records, change a corporate name, file annual returns and list directors and shareholders of a company as well as obtain a corporate seal.
Cemeteries Act	Regulates the disposition of human remains, ensures cemeteries meet requirements of local authorities and protects consumers who invest in pre-need cemetery supplies and services and ensures there are endowment funds for care of the cemetery.
Cemetery Companies Act	Allows seven or more people to form a company to establish one or more public cemeteries according to a prescribed method and set of operating rules.
Change of Name Act	Specifies eligibility and process to register a name change.
Charitable Fund-raising Act	Sets standards for charitable organizations and professional fund-raisers when soliciting contributions and helps protect the public from fraudulent, misleading or confusing solicitations.
Co-operative Associations Act	Provides the legal framework for persons wishing to associate with any co-operative venture.
Companies Act	Allows companies with objectives other than the acquisition of gain to incorporate.
Condominium Property Act	Provides the legislative framework for the creation and operation of any form of condominium, including residential and commercial. This act applies to those who develop, invest in or own condominium projects.
Debtors' Assistance Act	Establishes a Debtors' Assistance Board to provide service, advice and non-financial assistance to debtors who are unable to meet their liabilities.

Act	Description
Dower Act	Grants dower rights to both the husband and wife with respect to the disposition of the homestead. This includes the right of the surviving spouse to a life estate in the homestead as well as the personal property of the deceased married person.
Fair Trading Act	Enhances consumer protection through remedies, enforcement tools, and tougher penalties intended to discourage marketplace fraud. The act simplifies procedures for business and provides clearer standards. Through a number of associated regulations, the act defines the framework for fair and effective business practices for many areas of Alberta's marketplace.
Franchises Act	Governs the trading of franchises in Alberta to ensure a prospective purchaser has the necessary information to make an informed investment decision. The act also sets out the civil remedies to deal with breaches of the legislation.
Freedom of Information and Protection of Privacy Act	Sets out the parameters for obtaining access to records of public bodies, the exceptions to disclosure, third party intervention, and public health and safety over-ride. Also sets out the parameters for the collection, use, and disclosure of personal information and defines the powers of the Information and Privacy Commissioner and the process for handling complaints.
Funeral Services Act	Regulates the activities of funeral businesses and allows this regulation to be delegated to the Alberta Funeral Services Regulatory Board.
Garagekeepers' Lien Act	Allows a garagekeeper to register in the Personal Property Registry a lien against an owner's vehicle for repairs, parts, or storage for which he/she has not been paid.
Government Organization Act - Schedule 11, s.14	Allows the Lieutenant Governor in Council to make regulations for management of departmental records.
Government Organization Act - Schedule 12	Establishes a division of the government known as Alberta Registries and sets out the statutory functions of that division.
Government Organization Act - Schedule 13, s.2 & 3	Provides the Minister with authority to develop and implement policies, programs, services and administration procedures pertaining to consumer protection.
Land Titles Act	Provides for the registration of land-related documents. The government guarantees the land title and a fund is established to compensate people who have been deprived of an interest in land (e.g. by error of the Registrar, fraud or forgery).
Law of Property Act	Provides legal principles for property such as contracts, conveyances, enforcement of mortgages and agreements for sale of land and minerals.
Marriage Act	Provides the legal authority to perform marriages (both religious and civil) as well as the legal requirements for issuing marriage licences and certificates.

Description	Act
Deals with landlord and tenant issues relating to mobile home sites in Alberta, setting minimum standards of conduct for both landlords and tenants.	*Mobile Home Sites Tenancies Act*
Allows for regulations to prescribe fees for registration of public vehicles under the Motor Vehicle Administration Act.	*Motor Transport Act* (s.15) shared with Transportation
Requires the owner of a motor vehicle to pay an annual registration fee.	*Motor Vehicle Accident Claims Act*, s. 2 & 3
Provides legal authority for persons associated in partnership for trading, manufacturing, contracting or mining proposed in Alberta. It also provides legal authority for individuals to file a trade name.	*Partnership Act*
Provides for all registrations and searches in the Personal Property Registry including registrations authorized under other acts. It also regulates the relationship between secured parties and debtors when personal property is used as collateral to secure payment of a debt or performance of an obligation.	*Personal Property Security Act* (except Part 5)
Allows a creditor to file a lien via the Personal Property Registry to pay a debt on a chattel for which the person has expended money, labour, or skill.	*Possessory Liens Act*
Provides for the creation of a Real Estate Council to set and enforce standards of conduct.	*Real Estate Act*
Allows a religious society or congregation to hold land (not in excess of 320 acres). It also ensures land dealings are done in accordance with the wishes of the congregation or religious society.	*Religious Societies' Land Act*
Provides a framework for residential landlord and tenant relations in Alberta, setting minimum standards of conduct for both landlords and tenants.	*Residential Tenancies Act*
Allows a society to incorporate for a non-profit purpose and file by-laws agreed on by the society for governance.	*Societies Act*
Co-ordinates the establishment and maintenance of a land-related information system network, a mapping system, and cartographic service.	*Surveys Act* s. 5(1)(d)& (2)(b)- shared with Sustainable Resource Development
Provides for the legal registration of all Alberta births, stillbirths, deaths, marriages, and adoptions. Also provides for changes and corrections to the records, issuance of burial permits, certificates, copies, searches of records and compilation of a statistical report.	*Vital Statistics Act*
Allows any person lawfully engaged in the business of storing goods as a bailee-for-hire to register a lien against the owner of those goods for non-payment of service.	*Warehousemen's Lien Act*
Allows any person entering into a contract to obtain timber or logs, by which it is necessary to employ workmen and labourers, to register a lien for non-payment of services.	*Woodmen's Lien Act*

Index of all Government Entities

Entities included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency	Ministry Annual Report
Agriculture Financial Services Corporation	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Dairy Control Board	Agriculture, Food and Rural Development
Alberta Energy and Utilities Board	Energy
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Government Telephones Commission, The	Finance
Alberta Heritage Foundation for Medical Research Endowment Fund	Revenue
Alberta Heritage Savings Trust Fund	Revenue
Alberta Heritage Scholarship Fund	Revenue
Alberta Heritage Science and Engineering Research Endowment Fund	Revenue
Alberta Historical Resources Foundation, The	Community Development
Alberta Insurance Council	Finance
Alberta Municipal Financing Corporation	Finance
Alberta Opportunity Company	Agriculture, Food and Rural Development
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Revenue
Alberta School Foundation Fund	Learning
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Revenue
Alberta Social Housing Corporation	Seniors
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Finance
ATB Investment Services Inc.	Finance
Child and Family Services Authorities:	Children's Services
Awasak Child and Family Services Authority	
Calgary Rocky View Child and Family Services Authority	
Child and Family Services Authority Region 13	
Child and Family Services Authority Region 14	
Diamond Willow Child and Family Services Authority	
Hearthstone Child and Family Services Authority	
Keystone Child and Family Services Authority	

Ma' Mowe Capital Region Child and Family Services Authority	
Metis Settlements Child and Family Services Authority	
Neegan Awas'sak Child and Family Services Authority	
Ribstone Child and Family Services Authority	
Sakaigun Asky Child and Family Services Authority	
Sakaw-Askiy Child and Family Services Authority	
Silver Birch Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Sun Country Child and Family Services Authority	
West Yellowhead Child and Family Services Authority	
Windsong Child and Family Services Authority	
Credit Union Deposit Guarantee Corporation	Finance
Crop Reinsurance Fund of Alberta	Agriculture, Food and Rural Development
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Energy	Energy
Department of Finance	Finance
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Learning	Learning
Department of Revenue	Revenue
Department of Seniors	Seniors
Department of Solicitor General	Solicitor General
Department of Sustainable Resource Development	Sustainable Resource Development
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance
Government House Foundation, The	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
iCore Inc.	Innovation and Science
Lottery Fund	Gaming
Ministry of Aboriginal Affairs and Northern Development	Aboriginal Affairs and Northern Development
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development	Economic Development
Ministry of Energy	Energy
Ministry of Environment	Environment
Ministry of Executive Council	Executive Council
Ministry of Finance	Finance
Ministry of Gaming	Gaming

Ministry, Department, Fund or Agency	Ministry Annual Report
Ministry of Government Services[1]	Government Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment[1]	Human Resources and Employment
Ministry of Infrastructure[1]	Infrastructure
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations[1]	International and Intergovernmental Relations
Ministry of Justice[1]	Justice
Ministry of Learning	Learning
Ministry of Municipal Affairs[1]	Municipal Affairs
Ministry of Revenue	Revenue
Ministry of Seniors	Seniors
Ministry of Solicitor General	Solicitor General
Ministry of Sustainable Resource Development	Sustainable Resource Development
Ministry of Transportation[1]	Transportation
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Community Boards:	Community Development
Calgary Community Board	
Central Community Board	
Edmonton Community Board	
Northeast Community Board	
Northwest Community Board	
South Community Board	
Persons with Developmental Disabilities Foundation[2]	Community Development
Persons with Developmental Disabilities Michener Centre Facility Board	Community Development
Persons with Developmental Disabilities Provincial Board	Community Development
Provincial Judges and Masters in Chambers Reserve Fund	Finance
S C Financial Ltd.	Finance
Supplementary Retirement Plan Reserve Fund	Finance
Victims of Crime Fund	Solicitor General
Wild Rose Foundation, The	Community Development

[1] Ministry includes only the department as separate departments financial statements are not necessary.

Dissolved June 2001

Entities not included in the Consolidated Government Reporting Entity

Alberta Cancer Board	Health and Wellness
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Innovation and Science
Alberta Mental Health Board	Health and Wellness
Alberta Teachers' Retirement Fund Board	Learning
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Finance
Long-Term Disability Income Continuance Plan -Bargaining Unit	Human Resources and Employment
Long-Term Disability Income Continuance Plan -Management, Opted Out and Excluded	Human Resources and Employment
Management Employees Pension Plan	Finance
Provincial Judges and Masters in Chambers Pension Plan	Finance
Public Post Secondary Institutions	Learning
Public Service Management (Closed Membership) Pension Plan	Finance
Public Service Pension Plan	Finance
Regional Health Authorities	Health and Wellness
School Boards	Learning
Special Areas Trust Account, The	Municipal Affairs
Special Forces Pension Plan	Finance
Supplementary Retirement Plan for Provincial Judges and Masters in Chambers	Finance
Supplementary Retirement Plan for Public Service Managers	Finance
Universities Academic Pension Plan	Finance
Workers' Compensation Board	Human Resources and Employment

Readership Survey

Thank you for reading the 2001/02 Annual Report for Alberta Government Services. We hope that you will take a few minutes to complete this readership survey. We are committed to continuous improvement and excellence, and welcome your feedback and suggestions.

Instructions: Please read each question carefully and circle the rating that best describes your response. If you require more space for your response, please use a separate piece of paper and identify the corresponding question clearly. Please note that this survey does not ask for personal information, and all comments will be kept strictly anonymous and confidential. If you have any questions, or require further clarification, please call Brian Frevel at (780) 427-0282.

1. **Having reviewed and read through the 2001/02 Annual Report for Alberta Government Services**, how would you rate it overall on the following characteristics? Using a scale of one to seven, where ONE is STRONGLY DISAGREE, FOUR is NEUTRAL, and SEVEN is STRONGLY AGREE, do you agree that... *(Please circle only one rating number for each statement.)*

	Strongly Disagree			Neutral			Strongly Agree
I learned something new about the Ministry by reading this report	1	2	3	4	5	6	7
This annual report is easy to read	1	2	3	4	5	6	7
This annual report was informative and useful to me	1	2	3	4	5	6	7
The report has an appealing format/look	1	2	3	4	5	6	7
I can easily find information that I am looking for	1	2	3	4	5	6	7
I plan on using this annual report as a reference	1	2	3	4	5	6	7
Overall, this annual report meets my needs as a reader	1	2	3	4	5	6	7

2. What areas or features did you like the most about this annual report?

3. What areas or features would you recommend for further improvement?

Please tear out this survey and fax it to (780) 427-0307 or mail it to:

Alberta Government Services
Business and Financial Planning
13th Floor, Commerce Place
10155-102 Street Edmonton, Alberta T5J 4L4

Thank you for completing this survey! Your answers will be very helpful.

Annual Report
2001–2002

ISSN 0702-9640